

Version 15		Without Mitigation			With Mitigation					
		Likelihood (1,3,5)	Impact (1,3,5)	Inherent Rating	Contingency	Comments/Actions	Lead	Likelihood (1,3,5)	Impact (1,3,5)	Residual Rating
1	NEW - Temporary accommodation costs continue to rise and the Council's fails to achieve its Financial Stability objectives.	5	5	25	Corporate Plan objective to increase supply of affordable housing development Housing, Homelessness and Rough Sleeping Strategy Temporary Accommodation Strategy and capital investment adopted Anti-Poverty Strategy Regular attendance at ESHOG		JP	3	5	15
2	NEW - Interest rate increases	5	3	15	Interest rate changes are an inherent risk of any capital programme but Rother's is particularly ambitious therefore it is more exposed to any changes.	The Council has already taken out new borrowing in 2021/22 whilst interest rates were at historic lows. We also have a good track record of managing our cash flow with current reserves and balances. We monitor the cash flow well and are in a good position to manage future rises. However, it is impossible to mitigate the risk completely.	AB	5	3	15
3	Loss of staff by contractors delivering key services or projects	3	5	15	Use of temporary staff agencies and specialist recruitment agencies. Close working relationship with contractor	This risk covers both major service contracts and major corporate projects where reliance is on either the physical deployment of staff or where specialist knowledge may be required.	BH	3	5	15
4	Significant contract fails to RDC	3	5	15	Close working relationship with contractor and regular operational meetings Rehearsed BCP Action Card with this scenario. Budget arrangements for managing this. Three authority BCP for Waste Collection contract. Open book accounting review.	Review legal aspects. Create waste and street sweeping response plan. Consider other response plans. Separate Waste Contract Risk Register (MG). Three authority review needed.	DK	3	5	15
5	Spending Review and Business Rate reset by Government	3	5	15	Robust Financial Plan. Use of reserves as short term support. Lobbying of MPs.	Influencing government decisions as an individual Council unlikely to be successful. Support of LGA/Rural Services Network to lobby on behalf of Districts more likely to have influence.	AB	3	5	15
6	Delivering savings and income targets as set out in MTFP	5	5	25	Strong partnership between Members and Officers. Dedicated resources to lead delivery of targets.	It is likely that the Council will not achieve a balanced budget without taking some difficult decisions in terms of service provision. This requires a strong partnership between Members and Officers to achieve.	MJ	3	3	9
7	NEW - Change in the rules around the Minimum Revenue Provision charge to the Council's revenue account.	5	3	15	The DLUHC and CIPFA have consulted local authorities on the potential changes to how Council's calculate its annual Minimum Revenue Provision charge (on borrowing). The new changes are unlikely to affect existing borrowing.	The changes could have a major impact on new borrowing if the Council decides to loan money to subsidiary companies. However, it is likely that the new changes will not take effect until April 2023 and therefore the impact can be minimised if we can accurately forecast the expenditure cash outflows. Further will be undertaken by the Finance team.	AB	3	3	9
8	Data loss	3	5	15	Back ups are maintained. Budget arrangements for managing this.	Ensuring sufficient resourcing to enable to bring systems back quickly needs to be considered.	LF	3	3	9
9	Extreme weather	3	5	15	Many staff live in Bexhill. Homeworking facilities. Communications. Guidance to staff in advance of weather warnings. RDC Emergency Plan. Priority Grid for Service staffing.	Some experience here already. Prolonged extreme weather is the issue.	LF	3	3	9
10	IT network failure	3	5	15	Contract for full range of backup support. Budget arrangements for emergency expenditure. Cheques can still be issued.	Well established back up. ICT BCP covers this risk. Communications link is singular, no possible contingency for link failure due to physical location of BT Hub.	LF	3	3	9
11	Knowledge management on staff exit	3	5	15	Exit process to include full role analysis and capture of unique duties/knowledge.	Identify staff to be knowledge recipient for each existing member of staff, succession planning	MB	3	3	9
12	Loss of staff and recruitment	3	5	15	Alternative ways of working. Greater flexibility where possible. Greater use of technology. Use of agencies/outsourcing companies.		MB	3	3	9
13	Major network attack	3	5	15	Contract for full range of backup support. Budget arrangements for emergency expenditure. Cheques can still be issued. Training and practical exercise undertaken regularly.	Already many IT systems in place to prevent this. ICT have active antivirus and firewalling, including various security posturing. Disaster recovery contract to be regularly reviewed. Despite the migration of many systems including email to the Cloud, the impact remains high	LF	3	3	9
14	National fuel shortage	3	5	15	Fuel priority grid including key staff & contractors. Homeworking facilities. Priority Grid for Service staffing .	Communications Plan needed. Recent work on Brexit plans helps informs actions required of RDC.	BH	3	3	9

15	Significant loss of staff due to pandemic	<ul style="list-style-type: none"> • 30%+ • Flu etc. • Across all services • Particular note of cover for significant posts 	3	5	15	<p>Contacts with local, national & professional agencies. Homeworking facilities. Immediate medical prevention supplies available. Priority list for staff vaccinations. Priority Grid for Service staffing. Local Authority Duty to Co-operate.</p>	<p>Guidance to staff on precautions, minimise travel of travelling officers, hand cleansers at entrances to council buildings, close receptions, comms plan, move to online meetings only (subject to legislation for committees).</p>	MJ	3	3	9
16	Breach of Data Protection	<ul style="list-style-type: none"> • Reputational damage/legal • Financial damage • Resources drained • Leakage/theft 	3	3	9	<p>Regular training for staff Learning from incidents. IT security measures. Data Risk log.</p>	<p>Reputational and significant financial risk under GDPR. Wider issue of Data Protection and consequences of data theft.</p>	LF	3	3	9
17	Coastal/river flooding	<ul style="list-style-type: none"> • Major issues with transport • Staff diverted to emergency • Staff committed to recovery programme 	3	3	9	<p>RDC Emergency Plan. Local Authority Duty to Co-operate. Rye Bay Flood Plan. Flood network to cascade information. BCP plan for affected services.</p>	<p>BCP issue for services such as waste, car parking and coastal management (beach management). Cessation of visiting officers travel. Could have an impact on transport. Social media alerts. Communication - PR implicit. Manage impact of staff reallocation to rest facilities.</p>	BH	3	3	9
18	Failure of a neighbouring authority or other partner	<ul style="list-style-type: none"> • Impact on RDC services including shared services • Financial loss • Service failure - shared services • Reputational damage 	3	3	9	<p>SLAs to set out process in the event of partner failure. Quantify the impact on individual shared services. Access to software and assets.</p>	<p>The Council has a number of key partnerships including shared services. For shared services where the Council is not the lead authority need to ensure the inter-authority agreement sets out the process/deliverables in the event of a partner failure. This would need to include access to software and assets as well as staffing.</p>	MJ	3	3	9
19	Failure of a significant system supplier	<ul style="list-style-type: none"> • Service Specific • Unit4 Business World, Ocella, Academy, CRM, Whitespace • Customer Service 	3	3	9	<p>Contingency for simple alternative e.g. Excel. ESCROW agreements.</p>	<p>Consider neighbour council back up system or data transfer. Rights of user software. Contingency for alternatives. Web based systems need checking. System to be replaced if supplier no longer exists. Corporate direction - similar to Link data and voice, encourage use of county wide systems for the future/future purchase, which will reduce risk. ESCROW agreements will reduce short term impact.</p>	LF	3	3	9
20	Significant legal case against the Council	<ul style="list-style-type: none"> • Reputational damage • Financial damage • Resources drained 	3	3	9	<p>Early Legal Service plan & advice. Budget arrangements for managing this.</p>	<p>Work to Identify where service failure is in a legal case. Take steps to mitigate. Is it covered by liability insurances.</p>	LF	3	3	9
21	Major projects	<ul style="list-style-type: none"> • Failure to deliver major project • Financial loss • Service failure • Reputational damage 	3	5	15	<p>Adequate project resources. Capable project managers. Training and support. Robust risk management practices. Unsuccessful in securing external funding. Robust business case process in place including need to demonstrate reliability of any related income stream.</p>	<p>The Council has a number of major projects to deliver including new housing and new commercial properties. It is well placed with experienced and trained officers in place, but there is a risk to project delivery if those resources are no longer available or cannot be replaced due to recruitment difficulties. The projects are also at risk if the Council is unsuccessful in securing external funding to make them financially viable.</p>	BH	1	5	5
22	Significant financial investment loss by the Council	<ul style="list-style-type: none"> • Banks • Staff committed to emergency • Loss of income streams or assets 	3	5	15	<p>Management approval of transactions. Compliance with Investment Strategy to spread the risk. Treasury advice. Internal Audit/External Audit.</p>	<p>Monitor market warnings from treasury advisors and property fund managers. Understanding of breaking deals/notice periods etc.</p>	AB	1	5	5
23	Civil unrest	<ul style="list-style-type: none"> • Loss of staff • Staff committed to emergency • Staff unable to get to work 	1	5	5	<p>Business Continuity Plan enacted.</p>	<p>Very unlikely within Rother. Potential for issues regarding seafood export at Rye if issues in Europe.</p>	BH	1	5	5
24	Failure of the ESCC Pension Fund	<ul style="list-style-type: none"> • Investment Failure • Significant shortfall in funds • Fraud 	1	5	5	<p>ESCC Investment Panel operating within agreed investment strategy. Fund Managers adherence to their mandate. Ultimately Government Intervention/bailout.</p>	<p>Feedback from District and Borough representative.</p>	AB	1	5	5
25	Safeguarding children and vulnerable adults	<ul style="list-style-type: none"> • Failure to identify child/adult at risk • Failure to report to relevant agency when child/adult at risk identified • Financial loss through legal compensation 	1	5	5	<p>Staff training delivered and regularly updated. Clear and understood communication channel from officers to lead safeguarding officer.</p>	<p>Safeguarding policy adopted by Council. All relevant new staff receive training. Further training/awareness to be provided to staff over the next 12 months. Procedures in place in Housing Division to ensure where Police have been made aware of location of vulnerable family, this information is updated for any subsequent move.</p>	LF	1	5	5
26	Major incident requiring our staff to support it	<ul style="list-style-type: none"> • Loss of staff • Staff committed to emergency • Staff committed to recovery programme 	3	3	9	<p>Emergency planning training Management approval of transactions. Insurance.</p>	<p>CMT to foster good relations and cooperation on these issues.</p>	LF	3	1	3
27	Delivery of Corporate Plan	<ul style="list-style-type: none"> • Change in political leadership • Insufficient capacity/resources • Reputational damage 	1	5	5	<p>Cross party support to Corporate Plan. Fully funded plan. Good communication.</p>		MJ	1	3	3
28	Failure to comply with legislation - e.g. Health and Safety at Work	<ul style="list-style-type: none"> • Reputational damage • Financial loss • Risk to the individual 	1	5	5	<p>Oversight to decision making by Legal Services/Monitoring Officer. Joint Safety Committee. HR Policies and Procedures. Service Based Policies and Procedures.</p>		MJ	1	3	3
29	Fallout from Brexit	<ul style="list-style-type: none"> • Financial market changes & instability • European funding loss • Investment uncertainty 	5	1	5	<p>Financial advice to manage this as required. See separate detailed analysis of risks and mitigation plan.</p>	<p>Regular reviews of how Brexit affects Rother.</p>	AB	3	1	3

30	Financial shutdown RDC	<ul style="list-style-type: none"> Bank shutdown Loss of Income stream/assets Build up of backlog 	1	5	5	Rehearsed BCP Action Card with this scenario. Budget arrangements for managing this. three authority BCP for Waste.	Consider neighbour council back up. Hastings are able to provide back up and support so that cheques can be produced. Customer advice and information to be put on website and telephone systems. Cheques can still be produced.	AB	1	3	3
31	Major incident preventing travel	<ul style="list-style-type: none"> Loss of staff for more than one day Major incident blocking transport Major road closure 	1	5	5	Homeworking facilities. Potential to work from other authorities. Service priority grid. Protocol with staff on web message, website can be updated remotely.	Waste Contract BCP. Comms Plan.	BH	1	3	3
32	Property investments	<ul style="list-style-type: none"> Long term loss of tenants leading to loss of income. Major structural failure of building not covered through insurance Restrictions imposed by Government on investment in commercial property 	1	5	5	Robust appraisal processes. Active tenant management including regular assessment of financial stability. Keep up to date with Government view on commercial property investment by Local Authorities. Understanding of market for types of commercial property.	The Council has a very thorough process in assessing property investments. Risks are minimised through use of professional advisors including valuation and surveyors. The risk around Government intervention is difficult to mitigate and if imposed may have implications beyond commercial property investments if borrowing is to be limited	BH	1	3	3
33	Terrorist incident involving RDC	<ul style="list-style-type: none"> Impact on Public Impact on Staff Managing incident and recovery 	1	5	5	Monitoring intelligence. Liaison with Police.	Identify key staff & brief. Ability to closely manage access to Council.	MJ	1	3	3
34	Town Hall unavailable due to serious incident such as fire or flood	<ul style="list-style-type: none"> Loss of office accommodation Loss of IT Infrastructure Building cordoned 	1	5	5	Homeworking facilities. Continued facility in Amherst Road until let/redeveloped. ICT BCP covers this risk.	Homeworking, if kit taken home and is safely off site. Potential damage to IT infrastructure. Consider neighbour council back up.	MJ	1	3	3
35	Significant & prolonged strike	<ul style="list-style-type: none"> Loss of staff Staff committed to cover Staff home commitments 	1	3	3	Liaison with Unison. Ongoing work to achieve good industrial relations. 40% union membership (monitored).	Very unlikely, but could shift radically if Unison membership increased.	MJ	1	3	3
36	Significant facility falls to RDC	<ul style="list-style-type: none"> Staffing to manage transition De La Warr, museum, charity Staffing to manage recovery/maintenance 	3	1	3	Budget arrangements for managing this.	Identify staff to manage the facility. Closure/Management Plan to be drawn up.	DK	3	1	3
37	Substantial/prolonged electricity failure	<ul style="list-style-type: none"> Loss of frontline services & systems Staff committed to emergency Staff unable to get to work 	1	3	3	BCP Action card on loss of premises. Regular inspection and maintenance of electrical supply to Council buildings. Flexible working arrangements. Priority Grid for Service staffing.	Emergency generator provision - limited in its scale or sustainability. To be incorporated into the regeneration of the town hall site project.	LF	1	3	3
38	Significant financial fraud against Council	<ul style="list-style-type: none"> Reputational damage Financial damage Resources drained 	1	3	3	Internal Audit/External Audit. Management approval of transactions. Insurance.	Regular review of insurance cover. Internal Audit Service highlights areas of risk. Fidelity guarantee insurance in place. Whistleblowing policy in place and staff reminded of its existence. Comms team to be informed if major fraud discovered to manage Press interest.	AB	1	1	1

Risk Scoring Matrix

Impact	Likelihood		
	Unlikely (1)	Possible (3)	Likely (5)
Major (5)	5	15	25
Moderate (3)	3	9	15
Minor (1)	1	3	5

Key

Risk Management Action Level	Low Priority	Activity necessary	High Priority
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