




High Scoring Organisational Risks - Mitigation Actions


Business Improvement Services

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 103	PR - Failure to have sufficient staff resources to deliver service to the council	JW	6	-	6	2	31-Mar-2017	Improving
CMT plan, plus reprioritisation of work. Purchase of resources to provide direct time limited project support									


Commercial Services


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 106	Leisure - Termination of leisure contract either by the Council or the contractor	JH	6	-	6	3	31-Mar-2017	Improving
Ensure strong working relationship established with Contractor and regularly monitor performance.									


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 107	Commercial - Negative publicity due to change in service delivery options for the Novium	JH	6	-	6	4	31-Mar-2017	Improving
Negative Publicity surrounding Novium Option Appraisal									
Develop a Communications Plan to inform staff, press and public about the project.									

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 108	Economic Development - Failure to have sufficient staff resources to deliver service	JH	6	-	6	1	31-Mar-2017	Improving
Re-profile and re-allocate existing staff resources to key tasks only. Seek short-term external cover and/or internal secondment Extend project timescales where possible									


Community Services

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 72	Careline - Reducing income due to cancellation of contracts by both individuals and commercial clients	SH	9	6	6	6	31-Mar-2016	Improving
Review conducted and scoring amended regarding income reduction which is mitigated through relationship management which is in place. 2nd element to be added error or technical fault causes death or injury and consequential reputational damage likelihood 2 impact 3 = risk measure 6. Mitigation in place. Staff training in place issuing of instructions and quality assurance of telephone call handling.									


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 110	Community - Changes to partner organisations impacting on delivering corporate objectives	SH	8	-	8	4	31-Mar-2017	Improving
Changes to partner organisations that impact on delivering corporate objectives Actions to mitigate : - Relationship management (likelihood) - Impact assessment (impact) - community engagement: managing expectations and exploring alternatives (impact) -multi-skill or retrain existing staff (impact)									


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 111	Community Tensions	SH	8	-	8	8	31-Mar-2017	Improving
Mitigating action : -monitoring media reporting of local responses/concerns to local or national issues (likelihood) -Referral and escalation process (impact) -Assessment (likelihood/impact) -cultural education and positive communications(likelihood/impact)									

Contract Services


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 120	CCS – Retention of key staff	RD	6	-	6	4	31-Mar-2017	Improving
Review pay rates									

Finance & Governance Services

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 92	Accountancy Services - Loss of key skills and knowledge	JW	6	6	6	2	31-Mar-2017	Improving
There is still 1.5 FTE of Assistant Accountant roles unfilled, but additional staff resources have been secured until June 2016 to achieve the Civica project work. The service is currently considering options for the vacant roles.									

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 101	H&S - Failure to deliver services following incident leading to a breach of the council's statutory duties under the Civil Contingencies Act	JW	6	6	6	3	31-Jul-2016	Improving


Business continuity plans (covering the first 3 days of a business interruption) are in the process of being audited. Upon completion Zurich will be asked to carry out an audit on our BC management system. We are in the process of training key staff to use a system called Resilience Direct as a DR solution (storage of BC documentation). It already contains the BC plans and key documents. The training is to enable service teams to take responsibility for the information held on the system and to ensure that it remains up-to-date. Controls are in progress.

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 113	Member Services - Failure to deliver services due to staff resources	JW	6	-	6	1	31-Mar-2017	Improving


Team resources to progress all projects as well as day-to-day business:- especially if Manager retires


Discuss risks with Head of Service and new Monitoring Officer to develop clear transition plan.
Regular team discussions.
Work closely with lead officers in other depts., including IT.


Housing & Environment Services


Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 33	Environment - Coast defence contractors - Emergency response to major storm event	LR	6	6	6	6	31-Mar-2017	Good

no change. Contractor in place and able to respond effectively should bad weather occur.

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 51	Housing - Welfare reforms	LR	9	6	6	4	31-Mar-2017	Good
New benefit cap announced by government. Plans to be agreed between Housing and Benefits teams to work with affected residents - up to 200 families affected, mitigated by increased DHP budget announced									

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 53	Housing - Residents unable to access affordable homes	LR	9	6	6	4	31-Mar-2017	Good
Housing Strategy updated in light of the Housing and Planning Bill. Capital to council 1/3									

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 67	Environment - Emergency Planning - loss of key staff, long term sickness (single point of failure)	LR	12	6	6	6	31-Mar-2017	Good
The resilience is improving due to partnership working with Arun - no change									

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 114	Environment - Failure to maintain income due to impact of Deregulation Act 2015	LR	8	-	8	?	31-Mar-2017	Improving
Reduction of income associated with taxing licensing regime as of result of Deregulation Act 2015.									
Mitigation action - Review of processes/efficiency savings									


Planning Services

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 25	Planning - Significant breach of planning control	AF	6	-	6	1	31-Mar-2017	Improving


Action in relation to current significant breach (encampment) being prioritised between Planning and Legal.

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 115	Planning - Risk of "Designation" by central Government	AF	6	-	6	2	31-Mar-2017	Improving


Constantly monitor performance to ensure that minimum performance standards are prioritised and targets are met. Use of extensions of time and PPAs

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 116	Planning - Neighbourhood plans work reaches unmanageable levels	AF	8	-	8	4	31-Mar-2017	Improving

Workloads reach unmanageable levels: Service delivery Community expectations Complaints Effect on staff Loss of staff Reputation Judicial Reviews and costs
Use of existing planning policy officers to cover workloads at their peak

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 117	Planning - Duty to co-operate fails to provide strategic framework	AF	6	-	6	2	30-Apr-2016	Improving

Duty to Cooperate fails to provide a strategic planning framework Adversely effects local plan review Casts doubt in Development Management
Develop Local Strategic Statement 3 with other Coastal West Sussex and Greater Brighton authorities

Status	Risk No.	Risks Area	HoS Lead	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 119	Planning – Failure to be able to demonstrate 5 year housing supply	AF	4	-	4	2	31-Mar-2017	Improving
Failure to be able to demonstrate 5 year housing supply – leading to further speculative development/appeals. Mitigation action is to bring forward the review of the Local Plan and/or develop FAD-type policy									