

STRATEGIC RISK MANAGEMENT

	Countywide Themes (All assumed significant impact if occurring)	Likelihood of occurrence (4 = high)	Lead Coordinating Officer on behalf of COMT
General	<p><u>Overview</u></p> <p>The following themes have been identified, and endorsed by Cabinet, as the key strategic risks facing the Council. All are being actively managed but particular areas of focus are:</p> <p>(ref. 2) - capacity overload in key areas (ref. 3) - CBOSS implementation (ref. 4) - Reconciling Policy & Resources (ref. 8) - inadequate image and branding (ref. 12) - customer focus (ref. 16) - health economy/delayed discharges (ref. 21) - building schools for the future/schools planning (ref. 23) - LTP/APR process (ref. 27) - Bexhill/Hastings Link Road</p>		
1	Recruitment and retention of key staff, particularly those most closely involved in the key and ongoing change agendas initiated in recent years	3	Andrew Ogden
2	Capacity overload, in terms of necessary change initiatives, falling on a relatively small number of key staff across the Council but also impacting on the maintenance of existing core deliverables	4	Andrew Ogden
3	Achieving a successful replacement core back office systems solution – given the scale, complexity and start position	2	Sean Nolan
4	The challenge of reconciling and sustaining the all round improvement agenda and policy priorities with the future resource outlook and short term capping threat (including specific grant ‘cliff-edge risks’)	3	Sean Nolan
5	Maintaining both the morale and improving the motivation, of all staff, but also addressing key cultural barriers to Council-wide improvement	2/2	Cheryl Miller

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6	Avoiding the almost generically risky and volatile budget areas (e.g. Social Services, special needs, home to school transport etc.) dominating, in financial terms, other service priorities	3	Sean Nolan
7	Avoiding a single major and avoidable failure (e.g. an awful child abuse case)	2	Cheryl Miller
8	Reputational damage to the Council's sense of confidence and motivation from: <ul style="list-style-type: none"> • Inadequate image and branding • External assessments (e.g. CPA, SSI) • Avoidable service mistakes • Failure to celebrate strengths and achievements 	3 2 2 2	Becky Shaw Cheryl Miller Cheryl Miller Andrew Ogden
9	Handling, successfully, the increasingly complex partnership agenda.	3	Becky Shaw
10	Failure to ensure that residents and users "sense" and "feel" improvements	2	Becky Shaw
11	Lack of focus on the key outcome and monitoring the wrong target	4	Andrew Ogden
12	Failure to be truly customer focussed (including access and local presence)	3	Sean Nolan
13	Failure to maintain effective and robust resource management	2	Sean Nolan
14	Failure to achieve expected standards in key service areas or deterioration in high performing areas	4	Andrew Ogden
15	The risks of not effectively managing independent sector providers in terms of capacity and cost (SS)	2	David Archibald

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16	The risk of the current significant overspend in the local health economy resulting in cost shunting and other risks for Social Services (SS)	4	David Archibald
17	The failure to ensure the smooth handover/exit from existing contracts (i.e. ITEX, Owen Williams) (CRD)	3	Sean Nolan
18	Head of Profession arrangements fail across the council (CRD)	2	Sean Nolan
19	Failure to secure a successful post 16 Review outcome and failure to avoid capacity overload in progressing the initiative (Educ.)	2	Denise Stokoe
20	Failure to secure OFSTED assessment in line with expectations in the context of funding challenges to central education functions. (Educ.)	3	Denise Stokoe
21	Capacity overload and crowding out of other education and other service capital initiatives from the Building Schools for the future initiative (Educ.)	4	Denise Stokoe
22	Waste – Failure to manage the interface between the contractor’s application for planning consent for an Incinerator at Newhaven, a parallel application to the EA for an Operating Licence, the Inspector’s announcement on the Waste Local Plan (July) and the Member involvement up to and after the May 2005 elections (T&E)	4	Bob Wilkins
23	Transport – failure to establish momentum for the next, 2005, Local Transport Plan (LTP) [work already started] while focussing resources on delivery of the current LTP projects, on the ground, and gaining an improved score in the 2004 Annual Progress Review [APR] –due for submission in July (T&E)	4	Bob Wilkins
24	Failure in Departmental Management re. linking the Best Value Review of Highway Services with the Audit Commission external review (and the relevant CPA scores) and their impact on the restructuring of the department (T&E)	4	Bob Wilkins
25	Staffing – potential loss of key senior staff, whether permanent or for short periods (T&E)	4	Bob Wilkins

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26	Future Delivery of Highway and Vehicle Services [ROCS]	3	Bob Wilkins
27	Bexhill/Hastings Link Road	3	Bob Wilkins
28	Delivering of highway related PSAs	3	Bob Wilkins