

Report to: **Audit & Best Value Scrutiny Committee**
Date: **12 June 2007**
By: **Deputy Chief Executive and Director of Corporate Resources**
Title of report: **Risk Management Annual Report**
Purpose of report: **To update the Committee on further progress in strengthening Strategic and operational risk assessment and control**

The Committee are recommended to note:

- (1) the improvements in risk management in the last 12 months;**
(2) the risks in Appendix 3 and action plan set out in paragraph 5; and
(3) that this report will be considered by Cabinet on 10 July 2007
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1. Financial Implications

1.1 There are no direct additional financial implications resulting from this report. However, there are significant financial implications that could arise from a failure to operate a sound risk management policy.

2 Introduction

2.1 The purpose of risk management is not to remove all risk, rather it is to ensure that risks are identified, analysed and managed in order to ensure that the council can successfully achieve its objectives and fulfil its obligations, while providing an appropriate level of service and leadership to the community. The new CPA regime includes a series of Key Lines of Enquiry (KLOE) under the Use of Resources which are related to risk management. The Council scored 3 in this section of the 2006 CPA, an increase on the 2005 score of 2, which recognised the improvements which have been made.

3 Current Status

3.1. Risk management is a process of continual improvement and the current process (both “top down” and “bottom up”) as set out in Appendix 1. The key now is to reinforce and develop existing initiatives, including regular reviews by Departmental Management Teams (DMT's) and appropriate training initiatives, to facilitate the further embedding of Risk management into the culture of the council. The results entered into the risk database categorised as High after control measures, are set out in Appendix 3. At the time of writing this report, an update is still outstanding for the Children's Services.

Improvements to risk management process during the last 12 months;

3.2 We have continued the process of ensuring that risk management is properly embedded at all levels within the council. Risks are now reported to, and reviewed by, DMTs and escalated to Chief Officers Management Team (COMT) / Cabinet level where appropriate. Departmental risk assessment co-ordinators now attend Corporate Risk Management Group meetings and have assumed formal responsibility for facilitating and co-ordinating the entry of risk assessment data onto the Risk Register. This has assisted in ensuring consistency in risk assessment across the whole organisation.

3.3 Key indicators to monitor the effectiveness of risk management arrangements are being developed by the Risk Management Group. A system where Chief Officers Management Team and Cabinet review strategic risks to the Authority each quarter, alongside business plans and performance risks, has been introduced.

3.4 Internal Audit are in the process of undertaking a review of the council's Risk Management policy and procedures. Such reviews will occur on a regular basis to ensure that the council's employs the most appropriate strategies to address the dynamic risk profile facing the council.

- 3.5 An Action plan has been devised in response to points raised in Use of Resources Feedback:-
- Business risks are reported to Cabinet quarterly and to the full Council annually in order to explain how the key risks faced are being actively managed.
 - Standing Orders (Financial Regulations) amended to reflect the way the Council works in partnership with other organisations and Partnership working guidance produced.
 - Risk management training for Members now takes place bi-annually.
 - Review approach to managing partnership risk.

4 Analysis of Operational and Strategic Risks

4.1 The key objective of risk assessment is to identify risks faced by the council. These risks are assessed and ranked accordingly and should be managed at an appropriate level depending on their potential impact. By definition, risks can be considered to be of strategic importance if they have the ability to impact on the overall corporate aims of the Council. The most frequently reported (occurring) risks across all departments for High rated risks, before the implementation of control measures are set out in Appendix 2. This shows the same areas of concern as highlighted in last year's report.

4.2 A second key objective of operational risk assessment is to ensure that all risks are monitored on a regular basis to ensure that senior management are aware of any "high" risks that remain "high" even after the implementation of control measures. Appendix 3 provides a list of the operational high risks that remain high after control measures have been implemented. It should also be recognised that risk is dynamic and therefore appropriate monitoring of all risks must be undertaken to ensure that changes to the council's risk profile, including existing, recognised risks, can be appropriately managed.

4.3 The Strategic Risk Assessment Log for the year, (Appendix 4) is contributed to by all Chief Officers and is formally reviewed by COMT on a quarterly basis. This has been updated with COMT responses and will form the formal log for consideration in 2007 / 2008. A lead co-ordinating Chief Officer has been assigned for each of the strategic risks identified.

5 Issues to be addressed and future improvements.

5.1 The council has recently appointed a new Insurance and Risk Manager to replace the previous post holder, John Butcher, who has now retired. This is an opportune time for a review of the council's Risk Management policy and procedures. The council's existing Risk Management Strategy document covers 2005 to 2007 and, following the review, the new Strategy will be reported to COMT and Cabinet for approval later in the year.

5.2 Support will be provided by the Insurance & Risk Manager, in conjunction with the Internal Audit section, to assist the further embedding of risk management into the culture of the council. This will include giving advice to managers at all levels across the council, and providing 'risk workshops', where required.

5.4 Further Risk management training will be arranged. This training will be in support of the formal Risk Management process and initially be targeted at Senior Managers, Members, and departmental staff with responsibility for input of risk information onto the Corporate Risk Management system.

5.5 Risks faced by individual schools are unlikely to impact on the council's Strategic Risk Register, although they can have the potential to create a significant reputational risk for the Authority or for an individual school. The DfES, supported by leading Public Sector Insurers, has recently introduced a Risk Ranking package, enabling council's to rank their schools portfolio according to various risk factors. It is proposed that this facility is investigated to determine if the council's Education portfolio would benefit from such an undertaking.

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East Sussex County Council

Risk Identification & Management Framework

Top Down

1. Strategic Risk Assessment for year
(produced by COMT – annually – entered in risk register)
2. Risk Events
(less formal listing produced by COMT – monthly)

Reviewed quarterly by COMT
Reviewed monthly by COMT

RISK REGISTER

Reported to COMT at least annually

Bottom Up

1. Department's carry out operational risk assessment alongside business and service planning processes.
2. Results entered into risk register.
3. Mitigations included in service plans.
4. Monitoring of service plans, risks and assessment of "risk of not delivering objectives" at least quarterly by DMTs.

Reviewed quarterly by DMT's

High risks reported across the organisation

1. Loss or failure of information technology or communication systems for a significant period of time.
2. Insufficient funding / loss of funding to provide a service / failure to claim available funding.
3. Loss of key personnel or failure to recruit and retain sufficient numbers of competent staff to deliver the service.
4. Risks arising from Partnerships.
5. Risks arising from commercial contracts.

[NB the definition of risk used is those issues that threaten the ability of the department to achieve their key service objectives]:

It is important to note that although these were the most frequently recorded risks, in most cases managers assessing the risks believed that the control measures currently in place were sufficient to reduce the 'controlled risk' to an acceptable level.

Risk Assessment Information System

07/08 High Risks After Control Measures In Place

Department: **Chief Executive:**

Business Unit: **CEx – Communications:**

Objective - Improve the County Council's reputation by explaining our policies and decisions clearly and ensuring consistent information and messages using the full range of communication methods. Council Plan 1.7

Business Process:

Deliver an improved media profile for ESCC.

Risk Details:

Potential damage to reputation of adverse publicity on budget cuts 2007/08 and their impact on post external assessments particularly CPA and JAR

Score:

High-09

Business Unit : **CEx - County Records:**

Objective - Make the documentary heritage of East Sussex (including Brighton & Hove) available to the public (present and future generations)

Business Process:

Acquire, list and conserve archival material and store securely the records in the office's custody, maintaining optimum environmental conditions for their survival and safe systems for production.

Risk Details:

Inadequate air conditioning, causing long-term damage to the documents in the council's care with potential loss of reputation, action from owners and refusal of grant-giving bodies to make awards.

Score:

High-09

Business Unit: CEx - Strategic Economic Development:

Objective - Delivery of the Adult and Community Learning Service to the residents of East Sussex.

Business Process:

Delivery of Community Learning and a strategic and management function for Adult and Community Learning in East Sussex

Risk Details:

Re-inspection in May fails. Resulting in loss of funding and reputation.

Score:

High-08

Objective - Provision of an Adult Learning Service for Rural East Sussex via ACRES

Business Process:

Financial, reputational and delivery support

Risk Details:

Adult Learning Inspectorate re-inspection in May 2007

Score:

High-08

Department: Adult Social Care

Business Unit: ASC - Assessment & Care Management:

Objective - Improved health & emotional well-being: enjoying good physical and mental health (including protection from abuse and exploitation). Access to appropriate treatment and support in managing long-term conditions independently.

Business Process:	Risk Details:	Score
Improve quality and consistency of Single Assessment and Fair Access to Care.	Failure to deliver Whole Systems Improvement Programme	High-08
Improve and strengthen partnership working particularly with Health and Housing	Risk of the current significant overspend in the local health economy resulting in cost shunting and other risks for Adult Social Care	High-08

Objective - Exercise of choice and control: through maximum independence and access to information. Being able to choose and control services and helped to manage risk in personal life.

Business Process:	Risk Details:	Score
Improve transition arrangements.	Risk to service continuity for Adult Social Care from interface between Departments within the Council.	High-08

Objective - Commissioning & use of resources: Adult Social Care commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means.

Business Process:	Risk Details:	Score
Ensure services adhere to best value methodology.	Markets inability to provide the level of care at the right cost and quality	High-08

Department: Corporate Resources Directorate

Business Unit: CRD Property - Estates:

Objective - Maximise the efficiency of the property portfolio through effective capital planning, securing property required for key service improvements and delivery of capital projects.

Business Process:

Refurbish travellers sites within agreed programme.

Risk Details:

Refurbishment disrupted due to conflict between the contractors and residents.

Score:

High 9

Department: Transport and Environment

Business Unit: Eastern & Western Highway Network:

Objective - Ensure the road network is meeting our statutory obligations and users' needs for safety

Business Process:

Prevention of danger to highway users from trees on or adjacent to the highway

Risk Details:

Individual branches or whole trees can fall onto the highway especially during inclement weather

Score:

High-09

Objective - Improve and maintain the county's road network and reduce the backlog of maintenance.

Business Process:

Highway Maintenance Schemes

Risk Details:

Decrease to Maintenance Budgets and reduction in condition of road network.

Increased incidents leading to increased damage to property or personal injury

Score:

High-09

High-09

Objective - Restructuring of the Transport and Environment Department

Business Process:

Restructuring of the Area based service delivery

Risk Details:

Failure of the Co-location/ Partnering/ Self certification element of new

Score:

High-09

Business Unit: Environment:

Objective - Look after our environmental assets and make best use of them to benefit the local economy; maximise external support both help in kind and funding.

Business Process:

Directly to implement work where Environment Group is the most suitable body to take this role.

Risk Details:

Loss of internal funds and all external funding bids.

Score:

High-08

Business Unit: Network Strategy - Scheme Feasibility:

Objective - Develop, implement and monitor transport policies and strategies and manage project implementation.

Business Process:

County wide management of civil parking enforcement.

Risk Details:

Damage to ticket machines and other infrastructure with attendant costs and loss of revenue.

Score:

High-08

Business Unit: Passenger Transport:

Objective - Providing Home to School transport and subsidised bus services to public.

Business Process:

Provision of home to school services and subsidised public bus services

Risk Details:

Frozen budget means effective 10% cut through inflation. Services will be reduced affecting schools resulting in bad publicity, political fallout and rise in complaints. Particular issues with Kent cross boarder pupils and with Bexhill college.

Score:

High-09

Restrictions on budget limits the County's ability to support any additional services that cease to be commercially viable.

High-09

Business Unit: Rights of Way & Countryside Management:

Objective - Deliver Rights of Way Service

Business Process:

Increase % of paths easy to use and well signposted to 55%.

Risk Details:

Insufficient resources to meet required level of service, possibility of court action for order to carry out works or for compensation for injury.

Score:

High-09

Business Unit: Rights of Way & Countryside Management:

Objective - Minimise the overall risk of injury to the general public on the rights of way network (E2.1) and the countryside sites

Business Process:	Risk Details:	Score:
Monitor the Health and Safety management processes and working practices within the group. React rapidly to any accident reports. Ensure any known risks are minimised.	Minor accidents or incidents to severe injury or death	High-08
To develop and implement an effective method of inspection of the Rights of Way network.	The lack of an effective inspection regime lays the council open to claims for Damages, resulting in increased costs and subsequently premiums.	High-09

Business Unit: Waste Management:

Objective - Fulfil the authority's statutory responsibility as Waste Disposal Authority by providing for the management and disposal of household and other waste collected by the District and Borough councils.

Business Process:	Risk Details:	Score:
Operate system of waste recycling credits for collection authorities.	Lack of agreement with waste collection authorities over level of credits could result in them asking for judicial review. If decision went against ESCC there could be significant costs if payments made retrospective.	High-09

Appendix 3

Appendix 4

The Strategic Risk Management log for 2007/08 (last considered by Cabinet – January 2007)

	Countywide Themes	Inherent Likelihood (4 = high)	Lead Coordinating Officer on behalf of COMT	Impact (4 = High)	Jan 07 View (w)orse (s)ame (i)mproved
1	Failure to recruit and retain key staff in particular areas.	3	Andrew Ogden	3	(I) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Market Research improved • Development of a flexible pay and reward strategy and recruitment incentives including housing • Improved Employer Brand • Workforce Strategy produced • Development of career pathways, e.g. trainee social worker programmes, CIPFA training programme • Use of specialist headhunters. • Development of e-recruitment. • New advertising style. • Flexible retirement policy. 				
2	Capacity overload, in terms of necessary change initiatives, falling on a relatively small number of key staff across the Council but also impact on the maintenance of existing core deliverables.	4	Andrew Ogden	3	(I) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Increasing the take up of the Leadership and Management Development Programmes in place • Workforce Strategy produced • Flexible rewards for excellent performance put in place • Use of Management Capacity Reserve and agreed second year of provision. • More on-line training available. 				
3	Failure to maintain both the morale and improving motivation, of all staff, but also addressing key cultural barriers to Council-wide improvement.	2	Cheryl Miller	3	(I) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Follow-up on new staff survey and Corporate Assessment. 				

Appendix 4

	Countywide Themes	Inherent Likelihood (4 = high)	Lead Coordinating Officer on behalf of COMT	Impact (4 = High)	Jan 07 View (w)orse (s)ame (i)mproved
	<ul style="list-style-type: none"> • Implement Internal Communications Strategy. • Local and national recognition of outstanding performance. • Increasing understanding and delivery of RP&R and ESCC Promise. 				
4	Failure to meet the challenge of reconciling and sustaining the all round improvement agenda and policy priorities with the future resource outlook and short term capping threat – and ensuring the maximum contribution from the efficiency agenda.	4	Sean Nolan	4	(I) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Reconciling Policy and Resources Framework • Related performance management framework • Communication/consultation plan • Lobbying plan, work of scrutiny • Establishment of forward cash limits and allocations, 3 year service planning. • Work of Productivity Board (inc. Invest to Save and cultural change programme). • Income Board established • Shared services work as part of commitment to improve three tier working. 				
5.	Failure to avoid the almost generically risky and volatile budget areas (e.g. Social Care, special needs, home to school transport etc.) dominating, in financial terms, other service priorities	4	Sean Nolan	4	(S) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Normal departmental and county-wide budget and performance monitoring. • Enhanced budget monitoring processes. • Specific tracking of NHS debt. • Specific focus on capital monitoring. 				

Appendix 4

	Countywide Themes	Inherent Likelihood (4 = high)	Lead Coordinating Officer on behalf of COMT	Impact (4 = High)	Jan 07 View (w)orse (s)ame (i)mproved
6.	<p>Reputational damage to the Council’s sense of confidence and motivation from:</p> <ul style="list-style-type: none"> • Failure to manage, effectively, communication of controversial areas. • Single major avoidable incident/failure • External assessments (e.g. CA/ JAR etc) • Residents not recognising improvements • Avoidable service mistakes 	<p>2</p> <p>1</p> <p>2</p> <p>2</p> <p>2</p>	<p>Becky Shaw</p> <p>Cheryl Miller</p> <p>Cheryl Miller</p> <p>Becky Shaw</p> <p>Cheryl Miller</p>	<p>4</p> <p>4</p> <p>4</p> <p>2</p> <p>3</p>	<p>(S) S</p> <p>(S) S</p> <p>(I) S</p> <p>(W) S</p> <p>(S) S</p>
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Medium Term communication strategy in place in including agreed processes to ensure planning of key messages for controversial issues. • Departmental communications structure (including department officers) and forward plan implemented. • ‘Your County’ and media plans in place. Corporate and service issues consultation in place/developing • Robust performance management (inc risk management) in place. • Planned strengthening of Customer Focus. • Plans for thorough preparations for inspections in place. • Corporate Assessment Action Plan implemented and integrated into future business plan where appropriate. 				
7.	<p>Failure to handle, successfully, the increasingly complex partnership agenda (e.g. LAA, health reconfiguration, Lyons, Community Safety, shared services etc.)</p>	<p>4</p>	<p>Becky Shaw</p>	<p>3</p>	<p>(S) S</p>
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • LAA process transparent and integrated with Reconciling Policy and Resources. • Ongoing and robust responses to proposed Government arrangements. • ‘East Sussex in Figures’ (Data observatory) in place. • Formal engagement with health arrangements in place. 				

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	Countywide Themes	Inherent Likelihood (4 = high)	Lead Coordinating Officer on behalf of COMT	Impact (4 = High)	Jan 07 View (w)orse (s)ame (i)mproved
	<ul style="list-style-type: none"> • Ongoing development of locality working (see 10). • Improved joint working shared services being developed. • Effective County level Partnership Community Safety Group established to improve co-ordination in context of likely significant reduction of national funding to local level. 				
8.	Failure to achieve expected standards in key service areas or deterioration in high performing areas	2	Becky Shaw	3	(S) W
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Close involvement in performance monitoring by Cabinet and Scrutiny Members • Reconciling Policy and Resources and Strategic Risk Management to highlight potential areas of weakness • Sustained focus on performance/ improvement achievement • Quarterly monitoring reports to full Council require detailed comments to support amended actions if performance is not on track • East Sussex in Figures will assist monitoring of customer impacts. • Consultation processes strengthened (toolkit and co-ordination). 				
9.	Failure to be truly customer focussed (including access and local presence)	3	Sean Nolan/Becky Shaw	3	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Links to Productivity agenda and Reconciling Policy and Resources • Successful E-Government strand (i.e. web, hubs, kiosks etc) • Work on defining excellence in customer focus and associated action plan developing. • Local and national surveys analysed and used to inform service planning. • Variety of service initiatives. 				

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10.	Work at locality level not recognised	3	Becky Shaw	2	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Robust Partnership structures in place • Strong and developing service based structures for delivery and planning. • Proactive monitoring of national changes and local expectations. • Training in place to provide improved focus on role of local Members. • ESIF and Map viewer provided readily accessible local data. • Review to undertaken 2007/08. • Careful monitoring of new legal obligations under Local Govt Act to ensure compliance • Development of strengthened three tier working including approach to shared services 				
11.	Failure to secure coherent “Age Well” PFI or PPP Scheme (ASC)	3	Keith Hinkley	3	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Age Well funding approval (PFI) and affordability confirmed at Expression of Interest stage and Outline Business Case, submitted. • Approval given in principle to proceed to procurement phase by Treasury conditional on all sites having Outline Planning Consents and confirmation of affordability. • Project team and governance arrangements in place. • Outline Planning Consent achieved on three of four sites. • Full link to corporate capital planning. • Care needs linked with Commissioning Strategies. 				
12.	Risks from changes within NHS including consultation on “Fit for the Future” and application of provider Trust for Foundation status. Further	3	Keith Hinkley	4	(S) S

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	risk of current overspend in local health economy resulting in cost shunting to Adult Social Care.				
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Robust and formal partnership working including the development of joint commissioning strategies, Risk Share Agreement, Section 31 Agreements and Service Level Agreements. • Improved engagement with the local health economy, including the setting up of an Executive Group (Director of Adult Social care and Health Chief Executive) to manage the development of social care and health services in East Sussex. 				
13	Failure to put in place coherent medium term service plan consistent with commissioning strategies: whole system challenges and drivers with maximum efficiencies and resources available.	3	Keith Hinkley	4	(S) S
	<u>Mitigating Actions</u> Three year plan agreed and integrated into the Council Plan and Adult Social Care Business Plan. Joint commissioning strategy for older people completed. Joint learning disability commissioning strategy planned for July 2007 and mental health commissioning strategy for October. Implementation monitored through core performance management processes within the County Council.				
14.	Failure to achieve a coherent approach to Delayed Discharges (DTC's) and the necessary partnership working (ASC).	3	Keith Hinkley	3	(I) S
	<u>Mitigating Actions</u> Action Plan implemented with numbers of DTC's, particularly for Social Services reasons falling significantly. Action plan and related Risk Share Agreement to be further reviewed with further targeted improvements planned for 2007/08.				
15.	Failure to deliver Business Transformation Programme.	2	Keith Hinkley	4	(n/a) S
	<u>Mitigating Actions</u>				

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	<ul style="list-style-type: none"> • Robust project management and governance arrangements (PRINCE 2) in place. • Project Board reviews Risk Log monthly and agrees mitigating actions. • Programme Manager reviews risks with all project leads weekly. • Contingency plans in place to ensure business continuity and prevent any adverse impact on customers. 				
16.	Coherence of developing Youth Services and Connexions agenda.	2	Matt Dunkley	2	(S) I
	<p><u>Mitigating Actions</u></p> <p>Review of information, advice and guidance to young people (Connexions) established and on track. Linked to wider development of integrated youth support services and the “Youth Offer” (activities).</p>				
17.	Failure on major school build and design issues (e.g. Rye).	2	Matt Dunkley	3	(I) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Clarity of Project Director and Manager on Rye Primary Project Board. Very close monitoring of implementations of project plans and of risk elements. • Similar approach taken for Tideway. 				
18.	Waste – failure by the contractor to obtain necessary planning consents.	2	Bob Wilkins	4	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Contract has a provision for ‘interim service’. During this period negotiations would take place and a solution derived based on the current information. The solution could be revised, modified or totally new facilities and sites pursued or as a direct result, termination of contract. If such a scenario 				

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	<p>appeared likely, the County Council would have to secure alternative outlets.</p> <ul style="list-style-type: none"> • Continual liaison with Brighton & Hove and Veolia. • Major planning applications have been approved. • Adoption of Waste Local Plan gives authority to waste planning decisions. 				
19.	Failure in Key Waste delivery plans and milestones.	4	Bob Wilkins	3	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Both Councils have adopted the plan. • Additional property expertise added to the team and land deal “secured”. • Successfully defended ESCC decision on Legal Court challenges. • Project team leadership reviewed in the short term. • Contract renegotiation underway. 				
20.	Failure to secure the Bexhill/Hastings link road scheme with proper funding.	3	Bob Wilkins	3	(I) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Secure funding, via RP&R, for development phase including securing some contribution from Government. • Robust project plans are in place. • Regular monitoring of cost profile. • National consultation on funding. • Planning application submitted and public consultation taking place. 				
21.	Lack of progress on Central Rail Corridor.	2	Bob Wilkins	2	(S) S
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Project Board committed to independent review. • Active engagement with RTB to influence investment decision re rail. 				

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22.	Lack of progress in delivering the aims concerning the ‘Eastbourne, Hailsham – Triangle’.	3	Bob Wilkins	3	(S) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • Partner liaison meetings taking place • Project PID agreed by partners • SEEDA support confirmed. • Participating in joint planning initiatives to promote sustainable regeneration and growth. 				
23.	Failing to secure fair share of planning gain in the relationship with Districts and Boroughs	3	Bob Wilkins	3	(S) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • ESCC decisions being defended. • Continuing liaison with Districts and Boroughs to improve relationships and practice. 				
24.	Failure to ensure adequate records storage capacity when current capacity is used up within 2 years.	4	Andrew Ogden	2	(I) S
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> • An Invest to Save project is about to commence to tackle the backlog of processing and destruction of records caused by increased use of the Records Management Service, which should increase capacity by a year. • Work is being undertaken on the legal admissibility of electronic records, including the scanning of paper documents • Work continues towards the achievement of a new Record Office with capacity for future growth – secure ESCC contribution in the draft capital programme. 				
25.	Failure to work effectively, internally or with partners, to manage the full range of travellers’ issues.	3	Becky Shaw	2	(I) S

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	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • Multi-agency strategy for full range of issues agreed (with Member involvement) • ESCC traveller group created and working • ESCC owned site to be in-house from 1.4.07 managed by Chief Executives. • Successful bid for resources for refurbishment of the Maresfield Site. • Multi-agency approach to (advising) SEERA Partial review of South East Plan (distribution of new pitches). 				
26.	Failure of the Hastings and Bexhill Taxforce to ensure a coherent outcome for the area objectives and remain within legal constraints.	3	Cheryl Miller	3	(S) S
	<p><u>Mitigating Actions</u></p> <p>Members and officers influence through task group and HBRL(Seaspace).</p>				
27	Lack of clear policy within budget for Passenger Services	2	Bob Wilkins	3	
	<p><u>Mitigating Actions</u></p> <p>Member involvement in form of Executive Review and determination to obtain effective outcome</p>				
28.	Lack of agreement with waste collection authorities over level of Waste Recycling credits.	3	Bob Wilkins	4	
	<p><u>Mitigating Actions</u></p> <ul style="list-style-type: none"> • ESCC decision made. Open book available for DC/BC officers. 				
29.	Legal challenges to planning decisions	3	Bob Wilkins	3	
	<u>Mitigating Action</u>				

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	<ul style="list-style-type: none"> Procedures followed and legal advice taken to enable defence at every stage of planning process. 				

NOTE: Position in brackets in final column shows assessment at previous Cabinet.