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CR7	There are governance systems which are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed or incomplete governance for decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Examples of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions finalised November 2022 underway New AGS in draft to RAAC July.	4	2	8	Aug-23		
			2. Service improvement effort impeded.									Regular monitoring and active corporate support to establish better practice.			Director of Law & Assurance					Ongoing	Audit plan settled and activity in progress - specific work on governance of officer interests for new AGS & Director Statements of Assurance (for July 2023).
			3. Resources misapplied - poor VFM.									Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.			Director of Law & Assurance					Ongoing	Actions completed or in train as per agreed audit plan and specific audit projects
			4. external criticism through audit									Training focused on CMT and senior officers involved in decision governance.			Director of Law and Assurance					Ongoing	Training rolled out to CMT and programme planned as continuous focused at relevant officers.
												Officer Board review to simplify and clarify.			Director L&A					Jul-23	For completion in line with current AGS

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CR11	As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of qualified/experienced staff to manage and deliver quality services.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	Head of HR Bus Ptr & Org Dev/ Head of Res Org Dev & Talent	Sep-23	• Establish a WSCC-wide workforce plan identifying key priorities and challenges to be addressed over the next 5 years. • Use audit findings to inform improvement of workforce planning methodology. • Establish and maintain long term workforce action plans for identified priorities for recruitment and retention intervention. • Identify priority professions and/or posts where succession planning could be impactful in addressing recruitment and retention challenges.	5	5	25	Aug-23		
			2. Lack of corporate memory.									Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.			Director of Human Resources & Org Dev					Jun-23	Currently undertaking lessons learnt exercise with third party supplier to take into service moving forward. Business case to secure permanent additional support currently in development. Working with another third party to support recruitment in Property and Assets
			3. Inadequate pace/speed of delivery.									Development and regular communication of comprehensive employee value proposition to support recruitment and retention.			Head of Res Org Dev & Talent					Sep-23	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered. Updated context on website on 5 key areas of EVP, namely working environment, culture, financial benefits, career progression and learning and development. RPO Services project team to conduct critique/evaluation of Adult Services EVP by June. Recruitment & retention conversations to also take place at Smarter Working Stakeholder Group to inform and support decision making.
			4. Low staff morale and performance.									Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.			Head of Res Org Dev & Talent					Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising, e.g. National Apprenticeships Week. Members Task and Finish Group (TFG) has been created to build on existing apprenticeship work and support to vulnerable children. Performance and Finance Select Committee (PFSC) now receive quarterly HR and KPI data, which also includes key recruitment actions.
												Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.			Head of Specialist HR Services					ongoing	Joint working with ESCC to benchmark across common priority roles with a view to sharing resource if commissioning deeper piece of work is needed. Initial benchmarking completed and review to take place to consider what further work is required.
												Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.			Head of Res Org Dev & Talent					ongoing	Several process mapping workshops have taken place with CYPL, focussing on identifying improvements to the HR service provision process. Process mapping within internal HR service has been scheduled. Process guide for international recruitment has been developed. Looking at how handovers between Recruitment and Payroll can be best managed to allow for contract production to be completed in the ATS.
												Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken			Director of Human Resources & Org Dev					Jun-23	Resourcing secured for additional senior capacity, recruitment to commence in late May/early June 23

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CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Treat	4	3	12	Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	Director of Finance & Support Services	ongoing	Monthly monitoring continues and a new style of reporting to ELT and Cabinet Member to Finance and the Leader to ensure visibility and ownership of the financial position and discussions around areas of concern. The update includes the latest monitoring position but also identified risks that are starting to emerge in year.	4	5	20	Sep-23		
			2. Adverse effect on reserves/balanced budget.									Monitor the use of additional funds made available to improve service delivery.			Director of Finance & Support Services					Ongoing	Improvement is monitored through the relevant service boards
			3. Reputational impact through reduction of service quality									Financial Planning sessions with ELT and Cabinet taking place to ensure officers and Members understand and own the financial challenge.			Director of Finance & Support Services					ongoing	These were established in April 2023, with 2 sessions currently scheduled for Jun and Sep. The MTFS in summer 2023 will be developed to ensure financial resources are available to deliver on the priorities.
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.									Publication of annual MTFS (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).			Director of Finance & Support Services					ongoing	Planning for the 2024/25 cycle will begin early in the financial year and an update will be provided in the updated MTFS published in the summer in advance of budget proposals in the Autumn. A new Business Planning Group as been established across finance and performance which will drive forward a different approach to balancing the books alongside the Council Plan.
			5. Additional unexpected service and cost pressures from savings decisions.									Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.			Director of Finance & Support Services					ongoing	Responses to consultations, attendance at local and regional events, working across CCN and SCT. The Council have one-off reserves that can also be used to smooth any reduction in budgets if the government does not itself damp future settlements; which is needed given the extent of one-off and time-limited funding.
			6. Financial implications from the recovery of the Covid-19 pandemic and now the Cost of Living Crisis for both 2023/24 and the medium term.																		

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CR39a	Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.	Director of Finance & Support Services	<p>1. The Council suffers significant financial loss or cost.</p> <p>2. The Council's reputation is damaged.</p> <p>3. Resident's trust in the Council is undermined.</p> <p>4. Partners will not share data or information with the Council.</p> <p>5. Punitive penalties are made on the Council.</p>	Mar-17	4	5	20	Treat	4	4	16	Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	Head of IT	Ongoing		5	5	25	Sep-23
												Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Regular comms distributed to all staff. Continuing to drive employees to undertake mandatory annual Information Security and Data Protection education and certification. Ad hoc actions taken (as appropriate) in response to level of cyber threat.				
												Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Head of IT	Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.				
												Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Head of IT	Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.				
												Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Head of IT	Ongoing	2023 testing schedule defined and in delivery. IT health checks in place.				
												Provide capacity & capability to align with National Cyber-Security centre recommendations.	Head of IT	Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's.				
												Transition to a controlled framework for process and practice.	Head of IT	Ongoing	IT service redesign to be carried out due to early return of ITO.				

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CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Aug-23		
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Head of IT					Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity. DPT has this task which is completed in March every year: March 2022 WSCC met expectations. Remainder is ongoing
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.			Director of Law & Assurance					Complete	Processes settled. Impact assessments completed. Further DPIA to be conducted as required.
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.			Head of IT					Ongoing	Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties.
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.			Head of Data Protection					Complete	Training slides provided with introduction to relevant policy and processes. Ongoing assistance from DPT available as required.
												Adopt ISO27001 (Information Security Management) aligned process & practices.			Head of IT					Ongoing	Adoption of ISO27001 is being considered as part of a wider assurance framework being developed to support operation of the Council's transformed internal IT function subsequent to the recent exit of the IT outsource.
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.			Head of IT					ongoing	Full and detailed inventory of the remaining systems was undertaken between Jan-Mar 2022, with a further 6 to 12 month period to complete the end to end rationalisation, cloud migration or termination of legacy applications.
												Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.			Director of Law & Assurance					Ongoing	To refresh training of officers and members and maintain controls over actions to prevent and deal with data breaches.

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CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Dev	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	3	2	6	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Site monitoring inspection templates created in govService. Audit templates also created in govService, but the trial identified that it failed to offer the functionality required. In addition, if the schools required access the additional licensing requirements would significantly increase the cost. H&S Team are currently considering the option of contracting with Advanced New Technology (ANT), for the provision of their online auditing system.	3	3	9	Aug-23		
			2. Increase number of claims and premiums.									Incorporate HS&W information into current performance dashboard.			Health and Safety Manager					ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will be linked to PowerBI dashboard.
			3. Adverse reputational impact to Council.									Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.			Health and Safety Manager					Ongoing	H&S Reps Committee used to reinforce H&S responsibilities, discuss concerns and escalate to H&S Governance if necessary.
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.			Health and Safety Manager					Ongoing	
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.			Health and Safety Manager					Ongoing	HSW risk profiling of corporate services/teams will commence once ANT (or equivalent) have been contracted in order to build this into the online auditing system.

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CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19 and is increasing weekly costs of care. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Commissioning	ongoing	Face to Face visiting/monitoring of high priority services is now back in place following a reduction due to Covid, albeit impacted by reduced capacity in the service and increased priorities over winter. Reactive monitoring continues based on compliance, quality and safeguarding as indicators for monitoring & Support. Following establishment of new Adults Commissioning structure a review of contract management and quality monitoring is to be prioritised as part of the business plan.	5	4	20	Sep-23		
			2. CQC action against service provider which could lead to establishment closure at short notice									Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).			Head of Commissioning					ongoing	Regular meetings with partners focused on quality within the provider market. Regular communications to care homes through newsletters and forums. Face to face monitoring re-introduced. Incident Management Team meetings in place to manage risks associated with Covid or other Infection Prevention incidences which are flexed according to need and incident prevalence. Contract rate annual uplifts published and communicated to all providers with message to contact the Council with concerns regarding financial stability in order that these can be managed with providers at an early stage to minimise impact.
			3. Financial implication of cost of reprovion following closure of services.									Financial analysis of high risk provision - due diligence checks.			Service Manager - OP Contracts					ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.
			4. Reduced capacity in the market as a result of failure of provision.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.			Assistant Director (Operations)					ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.
			5. Delay for those residents who are Medically Ready to Discharge (MRD).									Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.			Head of Commissioning - Older People					ongoing	Use of the National Capacity tracker, and regular contact with registered residential care providers enquiring about vacancies. This enables information on capacity for the Combined Placement and Sourcing team to utilise to support placements. Reviewing the bed booking system to ensure robust information on vacancies in block contract provision. Information on numbers of packages and placements being sourced is updated regularly and issues with capacity which are escalated to the fortnightly Capacity Oversight Group meetings. In times of capacity shortages action plans are developed to support improvements. Ongoing partnership working with the Integrated Care Board regarding availability of capacity for people being discharged from hospital and development of plans to support hospital pressures.
			6. Non-compliance with Care Act.									Annual review of fees paid to providers to support financial sustainability.								ongoing	Fees paid to providers increased by an average of 9% for 2023/24.
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.																		
			8. Adverse impact on Health and Social Care system.																		

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CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Tolerate	5	2	10	Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).	Director of Children, Young People and Learning	ongoing	Education and Skills directorate included in the ongoing activity. An initial review of the CPIP is currently being undertaken, with completion expected by July 23. From then on, the CPIP will be reviewed monthly by DLT.	5	2	10	Aug-23
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.	Director of Children, Young People and Learning	ongoing	Programme of improvement action completed on time and achieved the desired impact. ILACS determined the service is satisfactory, and acknowledged the ongoing improvements.				
			3. Immediate inspection and Government intervention.																
CR69	Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.	Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	1	5	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	Plan has been reviewed and refreshed based on ILACS feedback. Plan will regularly monitored and reviewed by DLT and relevant scrutiny committee.	5	2	10	Aug-23
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	Director of Children, Young People and Learning	ongoing	The council will carry out a review of the current partnership arrangement to determine the requirement for ongoing engagement and support.				
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model	Assistant Director (Children First Transformation)	ongoing	Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.				
			4. Legal implications through non-compliance or negligence.																
CR73a	<u>Climate Change Mitigation</u> - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.	Director for Place Services	Loss of public confidence in stated Climate Change Strategy.	Jan-22	4	3	12	Treat	2	2	4	Clear prioritisation of CC Strategy delivery within Our Council Plan	Director for Place Services	ongoing		4	3	12	Nov-23
			Loss of credibility with Govt and Partners notably West Sussex districts & boroughs, South Downs National Park Authority, Environment Agency, Natural England & Southern Water.									Built into county-wide Business Planning and budgeting process	Director for Place Services	ongoing					
			Punitive penalties are made on the Council, or be liable for higher future carbon pricing / taxation to achieve carbon neutrality.									SMART programme of actions based on clear definitions and metrics	Director for Place Services	ongoing					
			Increased vulnerability to energy market volatility and high utility rates from failure to electrify and retrofit our assets (higher utility costs, higher uncertainty).									Align pipeline of projects for existing and future funding opportunities	Assistant Director (Environment and Public Protection)	ongoing	Relevant Funding Opportunities for decarbonisation of built assets considered by the Carbon Reduction Programme Board accountable to the Climate Change Board. Further work required to ensure all parts of the organisation are working collaboratively to maximise success of funding bids in all related areas of climate change, decarbonisation and natural capital. Additionally we are taking all opportunities to lobby Government (and support others making the same point) for sustained, targeted funding rather than piecemeal competitive bidding processes.				
			Additional strain on existing resources and officer capacity, without adequate planning there will be a lack of people trained with the right "green" skills to move this work forward (P&A team needs engineers to complete work, without adequate planning there won't be capacity).									Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	Assistant Director (Environment and Public Protection)	ongoing	Sustainability Team now fully staffed – Carbon Literacy Training now online for staff.				

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CR73b	<p>Climate Change Adaptation -West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.</p>	Director for Place Services	Negative impact on recruitment and retention of staff, and decline of productivity.	Jan-22	4	3	12	Treat	3	2	6	Clear prioritisation of CC Strategy delivery within Our Council Plan	Director for Place Services	ongoing		4	3	12	Nov-23
			Increased resource, capacity, officer expertise and capital demand on WSCC services to respond.									Existing assets and service delivery made climate change resilient & future developments designed to be as low carbon & climate change resilient ☑	Director for Place Services	ongoing	Consultation with sustainability team during planning phase to ensure decisions are made when considering climate change and using live data.				
			Impact on public health and increased community vulnerability due to projected changes in temperature, precipitation and weather patterns.									Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	Assistant Director (Environment and Public Protection)	ongoing	Sustainability Team now fully staffed – Carbon Literacy Training now online for staff.				
			Damage to, or accelerated deterioration of, infrastructure/assets due to increased temperatures, drought and wildfires (HEAT VULNERABILITY).																
			Damage to, or accelerated deterioration of infrastructure/assets Impact on public safety due to increased flooding, new precipitation patterns, storm intensity and sea level rise (FLOOD VULNERABILITY).																
			Negative disruptions on service delivery.																
CR76	<p>Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.</p>	Director of Place Services	1. Failing to deliver statutory duties where required modifications trigger water neutrality. (i.e. schools/educational settings)	Jun-23	4	3	12	Treat	4	1	4	Regular engagement with Local Planning Authorities.	Director of Place Services	ongoing	Local Planning Authorities affected by the Position Statement are producing a Water Neutrality Strategy (expected by end- 2023) seeking to address water neutrality concerns over the longer-term (15 years). However, this is unlikely to resolve current issues for offsetting proposed development or for any future planning applications that are not addressed by local plans (e.g. proposals on unallocated sites).	4	3	12	Dec-23
			2. Negative reputational impact.									Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	Ass. Dir. (Property and Assets)	Sep-23	Business case to capture requirements of asset survey activity.				
			3. Service improvement efforts impeded.									Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.	Ass. Dir. (Property and Assets)	Aug-23					
			4. Potential legal action against the council in the event of non-compliance with The Conservation of Habitats and Species Regulations 2017 and associated case law.									Resources made available to support offsetting activities.	Director of Place Services	ongoing	Funding linked to governance arrangements and outputs/outcomes of offsetting register, and to include ongoing monitoring responsibility.				
			5. Excessive costs due to duplication of effort/technologies.									Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.	Ass. Dir. (Education and Skills)	Jun-23					
			6. Excessive/disproportionate costs of implementing offsetting opportunities.																