

## Corporate Risk Register Summary - September 2023

### CR11

Current Score  
**25**

Target Score  
**8**

Initial Score  
**20**

Risk Change  
**Unchanged**  
➡

#### Risk Description

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.

#### Date Risk Raised

01/03/2017

#### Risk Owner

Director of Human Resources & Org Dev

#### Risk Strategy

Treat

#### Risk Control/Action

#### Target Date

Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.

Ongoing

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.

Ongoing

Developing alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.

Ongoing

Development and regular communication of comprehensive employee value proposition to support recruitment and retention.

01/01/2024

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.

01/09/2023

Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.

Ongoing

Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken

01/04/2024

### CR39a

Current Score  
**25**

Target Score  
**16**

Initial Score  
**20**

Risk Change  
**Unchanged**  
➡

#### Risk Description

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.

#### Date Risk Raised

01/03/2017

#### Risk Owner

Director of Finance & Support Services

#### Risk Strategy

Treat

#### Risk Control/Action

#### Target Date

Transition to a controlled framework for process and practice.

Ongoing

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.

Ongoing

Provide capacity & capability to align with National Cyber-Security centre recommendations.

Ongoing

Maintain IG Toolkit (NHS) & Public Service Network security accreditations.

Ongoing

Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.

Ongoing

Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.

Ongoing

Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)

Ongoing

# CR58

Current Score  
**20**

Target Score  
**9**

Initial Score  
**25**

Risk Change  
**Unchanged**  
➡

## Risk Description

The care market, and in particular the Lifelong Services and Mental Health market is experiencing significant fragility. This is anticipated to be related to factors such as but not limited to cost pressures, changing requirements and expectations, and workforce challenges. There is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex being left without suitable care.

Date Risk Raised  
**05/09/2018**

Risk Owner  
**Director of Adults and Health**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Annual review of fees paid to providers to support financial sustainability.	Ongoing
Continue to risk assess services against CQC criteria/requirements to manage impact on pipeline activity.	Ongoing
Financial analysis of high risk provision - due diligence checks.	Ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Ongoing
Provision of regular support and communication to market providers to monitor financial sustainability.	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

# CR22

Current Score  
**20**

Target Score  
**12**

Initial Score  
**16**

Risk Change  
**Unchanged**  
➡

## Risk Description

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.

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Finance & Support Services**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	Ongoing
Financial Planning sessions with ELT and Cabinet taking place to ensure officers and Members understand and own the financial challenge.	Ongoing
Monitor the use of additional funds made available to improve service delivery.	Ongoing
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.	Ongoing
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).	Ongoing

## CR73a

Current Score  
**12**

Target Score  
**4**

Initial Score  
**12**

Risk Change  
**Unchanged**  
➡

### Risk Description

Climate Change Mitigation - 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.

Date Risk Raised  
**01/01/2022**

Risk Owner

**Director for Place Services**

Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

Align pipeline of projects for existing and future funding opportunities	Ongoing
Built into county-wide Business Planning and budgeting process	Ongoing
Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
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	Ongoing
SMART programme of actions based on clear definitions and metrics	Ongoing

## CR73b

Current Score  
**12**

Target Score  
**6**

Initial Score  
**12**

Risk Change  
**Unchanged**  
➡

### Risk Description

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.

Date Risk Raised  
**01/01/2022**

Risk Owner

**Director for Place Services**

Risk Strategy

**Treat**

### Risk Control/Action

### Target Date

Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
Existing assets and service delivery made climate change resilient & future developments designed to be as low carbon & climate change resilient	Ongoing
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	Ongoing

# CR76

Current Score

12

Target Score

4

Initial Score

12

Risk Change  
Unchanged



## Risk Description

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.

Date Risk Raised

01/06/2023

Risk Owner

Director of Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.

01/11/2023

Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.

01/11/2023

Regular engagement with Local Planning Authorities.

Ongoing

Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.

01/11/2023

Resources made available to support offsetting activities.

Ongoing

# CR61

Current Score

10

Target Score

10

Initial Score

25

Risk Change  
Unchanged



## Risk Description

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.

Date Risk Raised

01/06/2019

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).

Ongoing

Provide proactive improvement support to services to assure effective safeguarding practices.

Ongoing

# CR69

Current Score  
**10**

Target Score  
**5**

Initial Score  
**25**

Risk Change  
**Unchanged**  
➡

## Risk Description

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.

Date Risk Raised  
**01/03/2020**

Risk Owner  
**Director of Children, Young People and Learning**

Risk Strategy  
**Treat**

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	Ongoing
Deliver Children First Improvement Plan.	Ongoing
Implement the Children First Service transformation model	Ongoing

# CR39b

Current Score  
**9**

Target Score  
**9**

Initial Score  
**20**

Risk Change  
**Unchanged**  
➡

## Risk Description

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.

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Law & Assurance**

Risk Strategy  
**Tolerate**

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	Ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Ongoing
Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.	Ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Ongoing
Secure additional capacity for data protection team to further reduce risk of non-compliance with statutory deadlines.	01/01/2024
Test the effectiveness of DPIA	Ongoing

# CR50

Current Score

9

Target Score

6

Initial Score

20

Risk Change  
Unchanged



## Risk Description

WSCC are responsible for ensuring the HS&W of its employees and residents/customers. If WSCC staff/services and maintained schools fail to comply with H&S statutory duties, responsibilities and processes (in accordance with WSCC governance arrangements), there is a risk that it will lead to a serious health, safety and wellbeing incident occurring.

## Date Risk Raised

01/03/2017

## Risk Owner

Director of Human Resources & Org Dev

## Risk Strategy

Treat

## Risk Control/Action

## Target Date

Develop and introduce a more comprehensive risk profile approach and front line service based audits.	Ongoing
Incorporate HS&W information/performance measure onto new online audit tool.	01/12/2023
Purchase, develop and introduce an interactive online H&S service led audit tool.	01/12/2023
Regular engagement with other LA's on best practice and lessons learned.	Ongoing
Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.	Ongoing

# CR7

Current Score

4

Target Score

4

Initial Score

16

Risk Change  
Decreased



## Risk Description

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.

## Date Risk Raised

01/12/2019

## Risk Owner

Director of Law & Assurance

## Risk Strategy

Tolerate

## Risk Control/Action

## Target Date

Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Ongoing
Examples of non-compliance used to inform Directors to enforce compliance with standards.	Ongoing
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing