

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
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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	Tolerate	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 completed. AGS to RAAC in Dec 23.	2	2	4	Mar-24		
			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 (completed 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.

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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	Review and continual 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 Patr & Org Dev	Sep-24	<ul style="list-style-type: none"> 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	May-24			
			2. Lack of corporate memory.									Developing 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/ Deputy Director HR&OD	ongoing	The recommendations arising from the recent TFG looking at careers and skills are now being implemented and these include actions to develop new supply chains and supporting recruitment to hard to recruit to roles.
			3. Inadequate pace/speed of delivery.									Development and regular communication of comprehensive employee value proposition to support recruitment and retention.								Deputy Director of HR & OD	Mar-24	Part of People Framework Action Plan. Updated context on website on 5 key areas of EVP, namely working environment, culture, financial benefits, career progression and learning and development. Recruitment & retention conversations taking place at Smarter Working Stakeholder Group to inform and support decision making. Ongoing social media activity around EVP, currently focussing on working environment and celebrating our Living our Values awards. Workshop planned post summer holidays to further develop an action plan. Being progressed as part of Careers and Skills TFG Action Plan.
			4. Low staff morale and performance.									Longer term strategies for addressing recruitment issues through apprenticeships scheme (growing our own).								Head of Learning & Organisational Development & Equality, Diversity & Inclusion	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) recommendations supported, next step will be to develop 4 year action plan. Performance and Finance Select Committee (PFSC) now receive quarterly HR and KPI data, which also includes key recruitment actions. Being progressed as part of Careers and Skills TFG Action Plan.
			5. Unable to respond effectively to unexpected incidents.									Benchmarking of salaries against peers across neighbouring LA's and private-public sector comparisons, with a focus on attracting and retaining talent for key areas, and consider activities 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 which broadly indicates parallels across LA's. Plan for a deep dive into selected roles to be planned.
												Conduct planning sessions with HR team and key stakeholders to redefine and develop recruitment processes to improve efficiency.								Deputy Director of HR & OD	ongoing	Improvements in recruitment now being seen across the board, time to hire down to 78 days in Q1 (down from 92 in Q4). Capacity issues addressed in team. Further work needed around moving contract production into ATS. Payroll activity now transferred. RPO work transitioned back in house. Process improvements delivered.
												Restructure of HR & OD function to ensure it is fully enabled to support council wide services.								Director of Human Resources & Org Dev	Oct-24	Deputy Director is now in post and reviewing culture and structure of directorate with a view to recommending changes to improve current working arrangements

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CR22	The financial sustainability of council services is at risk due to the lack of new funding from central government, the impact of economic conditions (mainly inflation and interest rates) and the growing services pressures, particularly around social care, home to school transport and SEND. There is a risk of failure to make the required decisions to ensure the budget is balanced.	Director of Finance & Support Services	<p>1. Insufficient funding to deliver services, including statutory services.</p> <p>2. Reserves reduced to a level that is no longer prudent or for managing current and future financial risks or unplanned needs to spend.</p> <p>3. Reputational impact through reduction of service provision and quality following decisions on budget reductions.</p> <p>4. Impact of new legislation and requirements which are not fully funded and require additional council resources for delivery.</p> <p>5. No solution from Government on the statutory over rides relating to pooled investments and the DSG deficit ending in 2025/26, with responsibility for any financial implications falling to the County Council.</p>	Mar-17	4	4	16	Treat	4	3	12	<p>Continue to lobby for fairer funding for Local Government through, fiscal announcements. Lobbying as individual County Council, part of the SE7 Group, SCT, CCN and through direct engagement with MPs. Responses provided to all relevant Government consultations on changes to ensure the Voice of West Sussex is heard.</p> <p>Regular review of sector specific publications and updates to ensure remain up to date on issues and changes impacting the financial position across the sector.</p> <p>Regular engagement with other authorities to share best practice and also discuss challenges and solutions.</p> <p>Annual review of five year MTFS published in July of each year, including five year forecast of reserves. Both will be based on assumptions around future funding and spending pressures using data, evidence and trends. All assumptions will be reviewed regularly in the run up to setting the budget each year and regularly through the year as more information becomes available.</p> <p>The budget and MTFS provides the financial framework for the delivery of the Council Plan and funding is focussed on delivering the priorities in the Council Plan and supporting our most vulnerable residents.</p> <p>Annual review of reserves undertaken to ensure they remain at a prudent level but can be used for one off unexpected spend. All use of risk and uncertainty reserves are assumed to be replenished and assumed within the MTFS position. Monitor the use of additional funds made available to improve service delivery.</p> <p>Monthly monitoring of the financial position reported to ELT, in addition to a separate report on Children's and Adults to consider mitigations for growing pressures and costs and progress against the delivery of savings.</p> <p>Quarterly reporting through the PRR to all Scrutiny Committees and Cabinet</p> <p>Early planning for future budgets to ensure that any reductions needed are in a planned and structured manner, have robust delivery plans in place before building into budgets and full consultation is undertaken where required. This includes financial planning workshops with ELT and Cabinet.</p> <p>Performance and Finance Scrutiny Committee to be supported to scrutinise for value for money principles in all reports.</p> <p>ELT to monitor forthcoming inspections of services and identify any known financial implications, including additional capacity for inspection preparation and risk of any financial implications resulting from inspection outcome.</p>	Director of Finance & Support Services	ongoing	Lobbying through SE7, CCN, SCT and MPs in advance of Autumn Statement (Nov 23) and provisional local government finance settlement (Dec 23) with a focus on children's social care, home to school transport and SEND. Evidence base being prepared for influencing next Spending Review in early 2025.	5	5	25	Apr-24

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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	1. The Council suffers significant financial loss or cost.	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	Apr-24			
			2. The Council's reputation is damaged.									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.
			3. Resident's trust in the Council is undermined.									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.
			4. Partners will not share data or information with the Council.									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.
			5. Punitive penalties are made on the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.								Head of IT	Ongoing	2023 testing schedule complete, preliminary plans for 2024 being drawn up.
												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.
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	Mar-24			
			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.									Secure additional capacity for data protection team to further reduce risk of non-compliance with statutory deadlines.								Director of Law & Assurance	Jan-24	Business case produced.
			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.									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.
												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	Jun-24	Significant progress has been made to either migrate, rationalise or decommission systems, increasing demand on the service and resource constraints mean that actions for a small number of systems on plan remain outstanding. It is anticipated that final actions to complete this task will be concluded in Q1 2024.																		

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CR50	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 and legal obligations), there is a risk that it will lead to a serious health, safety and wellbeing incident occurring .	Director of Human Resources & Org Dev	<p>1. Increase risk of harm to employees, public and contractors.</p> <p>2. Increase number of civil claims for injuries sustained in workplace accidents and incidents, and insurance premiums.</p> <p>3. Adverse reputational impact to Council and maintained school.</p> <p>4. Increase in staff absence.</p> <p>5. Criminal prosecution, and interest from the enforcing authorities (HSE).</p>	Mar-17	4	5	20	Treat	3	2	6	<p>Develop and deliver training session for Headteachers and Governors to ensure awareness of H&S responsibilities and accountabilities.</p> <p>Incorporate HS&W information/performance measure onto new online audit tool.</p> <p>Regular engagement with services and ELT to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.</p> <p>Regular engagement with other LA's on best practice and lessons learned.</p> <p>H&S Reps Committee to receive assurance quarterly on the management of directorate H&S risks.</p>	Health and Safety Manager	ongoing	Apr-24	<p>The online audit tool when introduced will facilitate a different H&S performance measure to the online accident and incident data. ANT needs to operate a period of time to generate data.</p> <p>The HSW Governance Board is no longer in operation. The HSW Representatives Committee meets quarterly, and operational H&S focus groups are now being set up for several services in Directorates supported by the H&S Team. ELT are presented with the annual report before its onward journey to P&FSC. Gavin also sights ELT on H&S matters that they need to be informed about, as and when necessary.</p> <p>H&S Reps Committee informed/updated for awareness only. Escalation of specific directorate/service H&S risks are to be in accordance with the WSCC Risk Management Strategy.</p>	3	4	12	May-24

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CR58	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 (amplified by impending changes to Health and Care Visa). 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.	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	Continue to risk assess services against CQC criteria/requirements to manage impact on pipeline activity.	Head of Commissioning - LLS and MH	ongoing		5	4	20	Apr-24			
			2. CQC action against service provider which could lead to establishment closure at short notice									Provision of regular support and communication to market providers to monitor financial sustainability.								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. 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 reprovision 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.
			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. 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.
			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.								Heads of Commissioning - Older People and LLS/MH	ongoing	Fees paid to providers increased by an average of 9% for 2023/24. Fees sub-group has been established with provider reps to engage and support decision making for 24/25.
			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.																			
			9. Adverse impact on ability to recruit Care Workers internationally to fill vacancy gaps in the Adult Social Care market.																			

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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	Undertook a 6 month post inspection review with the DfE. Positive feedback and final report from the DfE confirmed that the Council continues to improve at pace. A review of the CPIP has been undertaken and now focuses on all key service areas. The CPIP is reviewed monthly by DLT and wider oversight is completed by the CYPs Scrutiny Committee and the independently chaired Continuous Improvement Board.	5	2	10	May-24		
			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 actions continues in areas of the service where performance is not strong. The 6 month post ILACS review by the DfE completed and confirmed effective improvement activity and monitoring arrangements are in place.
			3. Immediate inspection and Government intervention.									The ILACS cycle has been completed and there are no further inspections planned for this year.			Director of Children, Young People and Learning						The social care service will have their annual conversation with Ofsted on 24/03/2024 and this will confirm future inspection arrangements.
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	Maintain robust performance management and quality assurance frameworks which include the delivery of the Children First Continuous Improvement Plan (CIP).	Senior Improvement Lead	ongoing	Strong performance monitoring and quality insurance in place and tracked by the Directorate Leadership Team and implemented through the framework cascaded. The CIP has been reviewed and refreshed based on ILACS feedback. Plan will regularly monitored and reviewed by DLT and relevant scrutiny committee.	5	2	10	May-24		
			2. Significant reputational damage.									Ongoing monitoring through the independently chaired Continuous Improvement Board.			Director of Children, Young People and Learning					ongoing	Monthly Continuous Improvement Meetings held and evidence confirmed of trajectory of service improvement at pace.
			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 now fully implemented and is meeting its milestones for implementation.
			4. Legal implications through non-compliance or negligence.									Maintain quarterly self-evaluation process.			Assistant Director, Quality Assurance and Partnerships					ongoing	Q3 self-evaluation completed and provides evidence of sustained improvement across the service in line with the Ofsted inspection framework.

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CR73a	<p>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.</p>	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	"Protecting the Environment" included as an overarching theme within the council plan. Climate Change Strategy in place and progress report published Autumn 23. Climate Action & Adaptation Plan (CAAP) in development to lay out delivery of CCS through 2027, which will be embedded within the Council Plan once adopted.	4	3	12	Aug-24	
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					Climate Change action included (as an appendix) within all service business plans for 24/25.
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					CAAP being developed for adoption by the council in summer 24. This will include SMART actions and targets.
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. Funding bid submitted for further Public Sector Decarbonisation Scheme funding to support further buildings decarbonisation. Energy Services team exploring additional funding models to support renewable energy generation on site (e.g., reinvestment scheme).
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. Sustainability team liaising with HR & OD to embed climate change training across corporate training offer and to inform the Workforce Development Strategy. Goal is to highlight the need for long-term green workforce development, recruitment, and retention.

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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	Climate Vulnerability Index developed to help identify climate related risks across the county and inform resilience strategy.	4	3	12	Aug-24
			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. Sustainability team developed close working relationship with RET to ensure alignment between response and future climate planning. Sustainability team working with Property & Assets, via CRPB, to develop long-term estate plan and develop resilience plans for long-term holdings.				
			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. Climate Vulnerability Index endorsed by ELT and Cabinet for community use; engaging with D&B colleagues and other partners (SDNPA) to use data to inform community response, intervention, and forward planning.				
			Damage to, or accelerated deterioration of, infrastructure/assets due to increased temperatures, drought and wildfires (HEAT VULNERABILITY).									Regular review and application of the Community Risk Management Plan (CRMP).	Chief Fire Officer	ongoing	Climate change is a standing item on the WSFRS Horizon Scanning Group. Adaptation and resilience is discussed periodically at the Sussex Resilience Forum (SRF), which WSFRS is a standing member.				
			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	Work on the local authority-led water offsetting scheme for the areas affected by the Natural England water neutrality position statement has continued and it is expected to be launched later in 2024. The affected authorities were successful with the bid to the Planning Skills Delivery Fund, securing £250,000 in Dec 2023 to help accelerate the delivery and implementation of the water offsetting scheme in 2024. There has recently been a step change in central government's approach to the issues in Sussex North and to matters of water scarcity more generally.	4	3	12	Aug-24
			2. Negative reputational impact.									Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	Ass. Dir. (Property and Assets)	Ongoing	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)	Ongoing					
			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)	Apr-24					
			6. Excessive/disproportionate costs of implementing offsetting opportunities.																