

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		2	2	4	Oct-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 <b>recruit and retain sufficient numbers of qualified/experienced staff</b> 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	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	4	20	Nov-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	ongoing	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. Interviews currently underway for Adults and CYPL cohorts of apprentice social workers (recruiting 6 and 10 respectively), newly launched Women in Leadership apprenticeship has 16 applications for first cohort. 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. T&FG working up "staperson" for Apprenticeship First approach. 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 regular planning sessions with HR team and key stakeholders to continuously improve the efficiency of recruitment processes.	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. Cause of time to hire is now predominantly due to external factors (e.g. DBS timeframes) as opposed to WSCC processes.				
												Review of HR & OD arrangements 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				
												Regular review of the councils 'Right to Work' arrangements to ensure we meet the requirement of our duties as a sponsor.	Deputy Director of HR & OD	ongoing	A number of changes are in progress following legal updates and process reviews, to ensure compliance with our duties as a sponsor				

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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 <b>failure to make the required decisions to ensure the budget is balanced.</b>	Director of Finance & Support Services	1. Insufficient funding to deliver services, including statutory services.	Mar-17	4	4	16	Treat	4	3	12	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.	Director of Finance & Support Services	ongoing	Lobbying through SE7, CCN, SCT and MPs in advance of fiscal announcements and provisional local government finance settlement 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	Dec-24
			2. Reserves reduced to a level that is no longer prudent or for managing current and future financial risks or unplanned needs to spend.									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.	Director of Finance & Support Services	Ongoing	Ongoing review of MJ, LGC, LGA announcements, Government consultations and other sector specific comms channels. Response to provision settlement submitted and responses to consultations on capital receipts flexibility and MRP being prepared. Participation in Government led webinars.				
			3. Reputational impact through reduction of service provision and quality following decisions on budget reductions.									Regular engagement with other authorities to share best practice and also discuss challenges and solutions.	Director of Finance & Support Services	ongoing	Ongoing through various networks and across all finance disciplines and at all officer levels. SE7 151s meet regularly, Director attends quarterly SCT meetings.				
			4. Impact of new legislation and requirements which are not fully funded and require additional council resources for delivery.									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.	Director of Finance & Support Services	ongoing	2025/26 MTFs published July 2024 and sets the foundations and financial challenges for the 2025/26. 2025/26 budget prep started in April 2024 - assumptions underpinning future spending pressures and proposals developed for budget reductions. All assumptions will remain under review between May and December 2024 and the latest information used to prepare the draft budget for 2025/26 agreed by CC in February 2024.				
			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.									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.	Director of Finance & Support Services	ongoing	MTFS for 2025/26 published in July 2024 and sets the financial context for delivering the priorities in the Council Plan and setting the foundations for the 2025/26 budget.				
												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.	Director of Finance & Support Services	ongoing	Annual review for 2025/26 underway, including scrutiny of all services specific reserves to ensure balances held for more than two years are still required. Any use of reserves to balance the budget are assumed to be replenished. Updates reported in the MTFs published in July 2024.				
												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.	Director of Finance & Support Services	ongoing	Ongoing monthly reporting to ELT and Members to discuss pressures emerging and management action needed. Monthly update to Cabinet Member for Finance and Property and Leader.				
												Quarterly reporting through the PRR to all Scrutiny Committees and Cabinet	Director of Finance & Support Services	ongoing	Training session completed with Scrutiny Committees in March regarding interpretation and understanding of the PRR. 2023/24 Quarter 4 PRR presented to Scrutiny Committees in June and Q1 presented in Sept 24.				
												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.	Director of Finance & Support Services	ongoing	2025/26 budget planning process commenced - including regular updates to ELT and Cabinet				
												Performance and Finance Scrutiny Committee to be supported to scrutinise for value for money principles in all reports.	Director of Finance & Support Services	ongoing	Value for money considered on all reports presented to Scrutiny and Cabinet				
	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.	ELT	ongoing	ELT to identify timeline of inspections over the next two years.															

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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 <b>cyber attack from external threats</b> , either directly or through the use of AI to counter traditional mitigations; 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	Working with RET to ensure the council has sufficient business continuity arrangements in place and tested to ensure continuity of critical services if subject to a cyber attack that renders all data and systems inaccessible for a significant period of time (CR77).	5	5	25	Dec-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	Plans for 2025 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.
												Regular application of AI platform to help identify abnormal behaviour.			Head of IT					Ongoing	
CR39b	<b>Data protection responsibilities.</b> 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 <b>obligations</b> 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	Oct-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.
			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	<b>To refresh training of officers and members and maintain controls over actions to prevent and deal with data breaches.</b>
												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.

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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 <b>serious health, safety and wellbeing incident occurring.</b>	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 compensation as a result of 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), resulting in fines and costs for the Council.</p>	Mar-17	4	5	20	Treat	3	2	6	<p>Work with Law Firm to develop and deliver training session for Headteachers, Governors and Senior Leaders in the Council to ensure awareness of H&amp;S responsibilities and accountabilities.</p> <p>Incorporate HS&amp;W information/performance measure onto new online audit tool.</p> <p>Regular engagement with services, ELT, and schools to ensure H&amp;S responsibilities and accountabilities 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&amp;S Reps Committee to receive assurance quarterly on the management of directorate H&amp;S risks.</p>	Health and Safety Manager	ongoing	<p>The online audit tool when introduced will facilitate a different H&amp;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 Representatives Committee meets quarterly, and operational H&amp;S focus groups are now being set up for several services in Directorates supported by the H&amp;S Team. ELT are presented with the annual report before its onward journey to P&amp;FSC. Dir HROD also sights ELT on H&amp;S matters that they need to be informed about, as and when necessary. Following the HSE Improvement Notice, a working at height compliance survey has been sent to schools to provide an insight into how working at height activities are being managed.</p> <p>H&amp;S Reps Committee informed/updated for awareness only. Escalation of specific directorate/service H&amp;S risks are to be in accordance with the WSCC Risk Management Strategy.</p>	3	4	12	Nov-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 impacts of extension of Health and Care Visas for Care workers, International recruitment licences and regulatory action). There is a risk of <b>failure of social care provision</b> 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	New contract management approach approved through Directorate Leadership Team and being established across Adults.	4	3	12	Oct-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. New Contract Management approach being implemented, reviewing on a risk basis.
			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 and 8% in 24/25.
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.									Work alongside provider representatives and neighbouring local authorities to ensure a clear approach to responding to challenges with International Recruitment and modern slavery								Head of Commissioning - Older People	ongoing	Approach being developed with input from colleagues, care provider representatives and Local Authority representatives in Brighton and Hove and East Sussex. Ensuring a mixed approach with a proactive, preventative focus; monitoring and reactive responses when issues are identified. Working with SE ADASS on use of International Recruitment funding to support displaced workers.
			8. Adverse impact on Health and Social Care system.									Development and publication of Commissioning Strategy and Market Position Statements to provide clarity on direction and development needed across the Market and work with wider corporate departments to set strategic direction for assets and capital requirements to support care market development.								Assistant Director (Commissioning)	ongoing	Commissioning Strategy has now been published on the Council's website and two Market Position Statements (MPS) have been completed and approved and are awaiting publication. Further MPS documents are in development. Strategic Outline Business Case developed across Adults Commissioning and in process of being taken to relevant boards for approval to support high level direction for future business cases to be built upon.
			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 <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Interim 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).	Interim Director of Children, Young People and Learning	ongoing	Ofsted have completed their annual; conversation on 21st march and confirmed good progress with the service. The DfE have also confirmed that the Council continues to improve at pace following their six-month post inspection review earlier in the year. 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	Dec-24		
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.			Interim 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.			Interim Director of Children, Young People and Learning						The social care service had their annual conversation with Ofsted on 21/03/2024 and this confirmed the service is progressing well and a future focused visit will be aimed at the Care leavers service area.
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 <b>service will fail to progress all areas to a 'good' rating within a suitable timeframe.</b>	Interim 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	Dec-24		
			2. Significant reputational damage.									Ongoing monitoring through the independently chaired Continuous Improvement Board.			Interim Director of Children, Young People and Learning					ongoing	Monthly Continuous Improvement Meetings have confirmed the trajectory of service improvement and will now be terminated. Ongoing performance management processes within the Department and Council will maintain close scrutiny and monitoring of progress.
			3. Reduced confidence by residents in the Councils ability to run children's services.									Maintain quarterly self-evaluation process.			Assistant Director, Quality Assurance and Partnerships					ongoing	Q4 self-evaluation completed and provides evidence of sustained improvement across the service in line with the Ofsted inspection framework.
			4. Legal implications through non-compliance or negligence.																		

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CR73a	<p><b>Climate Change Mitigation</b> - 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 <b>insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes</b>. 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	Oct-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									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									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									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									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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CR76	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 <b>council will be unable to provide sufficient school places in the water neutrality area.</b>	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	Oct-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.									Continue to confirm viability and scope of projects. Continue to ensure alignment with Water Neutrality.								Ass. Dir. (Education and Skills)	ongoing	

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																	
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score																		
CR77	If the council have ineffective or untested disaster recovery arrangements internally and in collaboration with partners/third parties, there is a risk that we will <b>not be adequately prepared to respond to and recover from unplanned or unexpected serious/critical civil or malicious incidents</b> (e.g. significant local or regional power outages, CBRN, pandemics, fuel shortages). This may lead to the council being unable to deliver or ensure access to core services.	Chief Executive	1. Increased demand placed on staff to enable continued service provision.	Apr-24	5	2	10	Tolerate	5	2	10	1. Regular review of corporate risk profile and consideration of National and Regional (Community) Risk Registers.	Director of Place Services	ongoing	ELT, RET and FRS representation at Sussex Resilience Forum (SRF) to discuss and review risks at a national and regional level. Corporate Risk Manager, Head of RET, and FRS Risk Manager to meet quarterly to conduct a risk health check of the council against National and Community Risk Registers.	5	2	10	Jan-25																	
2. Impact on level of support available to customers and partners.			2. Ensure arrangements are in place for WSCC to respond to simultaneous/critical events.									Head of RET								ongoing	Request for support and/or need for a collaborative response is escalated/agreed at SRF.															
3. Reputational impact on the council due to interruption to service delivery.			3. Development, periodic testing and review of the Corporate Response and Recovery Plan, including post-event learning.																			Head of RET	ongoing	Plans produced in 2019 to address specific risk areas (i.e. weather, fuel shortages, IT and power interruptions). Regular engagement with WSCC Prevent team to ensure plans in the event of a terrorist incident are effective. Post-COVID19 pandemic, a number of debriefs took place which resulted in amendments to existing plans. In addition, the incident tracking process has been revised to enable more effective monitoring of progress outcomes.												
4. Increased risk of harm or loss of life			4. Ensure service business continuity plans are in place.																						Head of RET	ongoing	All services to have relevant and up to date Business Continuity Plans (BCP). Service BCP's are reviewed annually and against the National and Community Risk Registers.									
5. Increased financial impact, including risk of some not funded through insurance claims.			5. Production and regular review of WSCC Business Continuity Policy, ensuring roles and responsibilities are communicated.																									Chief Executive	ongoing	Role and responsibility of Duty Director to be reviewed post-incident/call-out.						
6. Disruption to local businesses, infrastructure and road networks.			6. WSFRS compliance with legislation to understand and mitigate West Sussex's community risk through strategic and local risk management.																												Chief Fire Officer	ongoing	To effectively coordinate an operational response to foreseeable risk events in West Sussex through planning and exercising.			
7. Legal implications due to lack of compliance with statutory duties.			7. Carry out emergency planning training across all organisational planning levels (strategic/tactical/operational).																															Head of RET	ongoing	Scenario testing of plans conducted periodically. Testing to take into consideration required responses by partners, contractors and Districts and Boroughs where applicable. In response to any change in the cyber threat landscape, the council is to review its response and recovery and carry out appropriate testing.
8. Increase in public anxiety and community tension.																																				

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CR78	If the programme to replace the Council's current Enterprise Resource Planning (ERP) system fails to fully engage with services to identify, define, control and deliver the scope and operational/functional requirements, there is a risk that the <b>Council will not effectively adopt and operate Oracle Fusion as a new ERP software system nor realise the benefits derived from it.</b>	Chief Executive	1. Higher delivery costs and longer timescales through excessive/delayed changes to the scope and requirements.	May-24	5	4	20	Treat	2	2	4	ELT and programme sponsors to review scope prior to launch to ensure requirements have been captured, and deliverables have achievable milestones.	Chief Executive	ongoing	ELT to confirm scope with directorates and communicate decisions made.	5	4	20	Nov-24
			2. Impact on staff wellbeing due to operating systems that add additional pressures/demands.									Highlight report reviewed monthly by ELT and Cabinet Member, and regular reporting to Performance and Finance Scrutiny Committee .			Oracle Programme Director to circulate in accordance with timelines agreed in programme schedule.				
			3. Negative impact on quality and continuation of service delivery.									Outcomes of design, phased user testing and business change plans to be reviewed by ELT.							
			4. Unable to deliver statutory obligations within required timeframes i.e. payments to employees and contractors/suppliers, reporting requirements. (Implementing Oracle)									Internal Audit to conduct stage reviews of programme progress against business case.			Stage reviews to be agreed by ELT and included in programme schedule. Outcomes of reviews to be reported to Cabinet Member and PFSC through highlight report.				
			5. Reputational impact due to perception of inefficient and ineffective use of public money.									Issues with effectiveness of current ERP software system to be escalated to ELT for awareness and/or intervention.			To ensure BAU activities continue to operate effectively throughout programme lifecycle.				
			6. Lack of confidence in Councils ability to effectively manage complex programmes and organisational change.									Work with services to develop and implement programme of effective training to ensure system adoption, and business change benefits are realised.			Training budget and plan to be included in programme scope. Training to be delivered by an external provider for all users (WSCC staff and customers).				
			7. The council will be compelled to continue using the current ERP system, which will be unsupported and unlicensed, and will result in excessive costs and operational inefficiencies.									Production, approval and resourcing of an engagement and communications strategy that works with services on organisational readiness, and provides Directors / Leadership Group with the information to support the programme.			Including provision of dedicated communications resource to ensure open, honest and accurate internal messaging.				
												Monthly budget monitoring that provides actual and forecast spend information aligned to the business case budget.			3-6 month spend analysis reviews. Monthly budget monitoring to be provided to the Programme Steering Group and quarterly updates to ELT.				
												Robust commercial strategy developed and implemented to secure suitable suppliers with right experience. Effective contract management monitored through Commercial Board and Steering Group.			Commercial strategy to include the procurement of a business implementation support partner, systems implementor, suppliers of other systems interfacing with Oracle. Procurement Working Group and Commercial Board has been set up (May 24) to oversee appointment of a new System Implementation and Business Change Partner(s), with monthly reporting to steering Group.				
												Work with services to develop and implement programme of effective training to ensure system adoption, and business change benefits are realised.			Training budget and plan to be included in programme scope. Training to be delivered by an external provider for all users (WSCC staff and customers).				