

## Corporate Risk Register Summary - December 2023

<h1>CR11</h1>	Current Score <b>25</b>	Target Score <b>8</b>	Initial Score <b>20</b>	Risk Change <b>Unchanged</b> 																
<p><b>Risk Description</b></p> <p>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.</p>					<p><b>Date Risk Raised</b></p> <p style="text-align: center;">01/03/2017</p>	<p><b>Risk Control/Action</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">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.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Developing alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Development and regular communication of comprehensive employee value proposition to support recruitment and retention.</td> <td style="text-align: right; padding: 5px;">01/01/2024</td> </tr> <tr> <td style="padding: 5px;">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.</td> <td style="text-align: right; padding: 5px;">01/12/2023</td> </tr> <tr> <td style="padding: 5px;">Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken</td> <td style="text-align: right; padding: 5px;">01/04/2024</td> </tr> </table>	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.	01/12/2023	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
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<h1>CR39a</h1>	Current Score <b>25</b>	Target Score <b>16</b>	Initial Score <b>20</b>	Risk Change <b>Unchanged</b> 														
<p><b>Risk Description</b></p> <p>Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council.</p> <p>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.</p> <p>The potential outcome may lead to significant service disruption and possible data loss.</p>					<p><b>Date Risk Raised</b></p> <p style="text-align: center;">01/03/2017</p>	<p><b>Risk Control/Action</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Ensure that cyber-attack is identified early, that reporting &amp; monitoring is effective, and recovery can be prompt.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Improve staff awareness of personal &amp; business information security practices &amp; identification of cyber-security issues. Continued actions due to evolving threats.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Maintain IG Toolkit (NHS) &amp; Public Service Network security accreditations.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">Provide capacity &amp; capability to align with National Cyber-Security centre recommendations.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> <tr> <td style="padding: 5px;">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.</td> <td style="text-align: right; padding: 5px;">Ongoing</td> </tr> </table>	Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Ongoing	Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Ongoing	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Ongoing	Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing	Provide capacity & capability to align with National Cyber-Security centre recommendations.	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
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# CR22

Current Score  
**25**

Target Score  
**12**

Initial Score  
**16**

Risk Change  
**Increased**  


## Risk Description

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.

## Date Risk Raised

01/03/2017

## Risk Owner

Director of Finance & Support Services

## Risk Strategy

Treat

Risk Control/Action	Target Date
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.	Ongoing
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.	Ongoing
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.	Ongoing
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.	Ongoing
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.	Ongoing
Performance and Finance Scrutiny Committee to be supported to scrutinise for value for money principles in all reports.	Ongoing
Quarterly reporting through the PRR to all Scrutiny Committees and Cabinet	Ongoing
Regular engagement with other authorities to share best practice and also discuss challenges and solutions	Ongoing
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.	Ongoing
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.	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 (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.

## 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

# 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.

01/12/2023

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

01/12/2023

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.

01/12/2023

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.	01/06/2024
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
H&S Reps Committee to receive assurance quarterly on the management of directorate H&S risks.	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  
Unchanged



## 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