
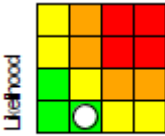
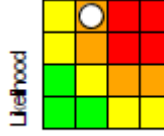
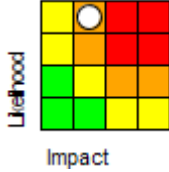


# Corporate Risk Register - Strategic Risks Detail

# Appendix 1a

## Management Control Pending

<b>CRR 188</b>		<b>Climate Emergency Detailed Action Plan</b>		<b>Management</b>		Control Pending	
				<b>Corporate Links</b>			
<p>The Climate Emergency Declaration made by Council in January 2020 led to the Council approving detailed Climate Emergency Action Plan in January 2021 which includes achieving a 10% reduction year on year on both an internal carbon target and a district wide target. It must be noted that as the Council's internal emissions account for only 0.5% of the district emissions the cost benefit of all internal projects must be considered against completing priorities. The risk of failing to achieve the internal 10% carbon reduction increases if delivery of carbon saving projects identified in the action plan are delayed due to lack of funding or staff resource. The external target is not going to be achieved and is not within the Council's remit. It is included as a call to arms, to add transparency to the Council's Climate Emergency Declaration as to what is needed. A risk arises from on-going pressure by interested local groups and individuals who are closely monitoring the Council's performance and who perceive the Council to be failing to deliver climate emergency actions not within the action plan or to deliver actions within the plan to a bigger scale or to a tighter timescale. A further risk arises from the Government not delivering manifesto pledges and delays in enacting legislation essential to support the climate emergency work. This risk has increased in recent months due to the economic situation in the country</p> <p><b>SLT Risk Owner:</b> Andrew Frost/John Ward/Jane Hotchkiss  <b>Responsible Officer:</b> Alison Stevens/Kevin Carter/Sarah Peyman</p>							
<b>Original and Target Risk Assessment</b>							
<b>Original Risk Date</b>	08-Jun-2021	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>		<b>Target Risk Date</b>	31-Mar-2025	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	
<b>Original Risk Score</b>	8			<b>Target Risk Score</b>	2		
<b>Current and Previous Quarter Risk Assessment</b>							
<b>Current Assessment</b>		 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>				8	
<b>Previous Quarter Assessment</b>	15-Feb-2024						

	13-Sep-2023		8
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<b>Internal Controls</b>	<b>Current Status</b>
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SMART Measures	<ol style="list-style-type: none"> <li>1. Project specific targets developed for each project. Monitoring progress against targets agreed.</li> <li>2. Monitoring progress against targets agreed.</li> </ol>	In progress
Council Assets - Feasibility Studies & Internal Targets	<ol style="list-style-type: none"> <li>1. Council assets to be assessed by an external consultant to develop actions and targets to meet the Climate Action Plan objectives. These reports by Pope have been completed. The reports have been used to inform electrical infrastructure needs at the depot and whether to apply for Public Sector Decarbonisation funds for Grange leisure centre.</li> <li>2. Westgate Decarbonisation project. This is largely complete, but we do not have a date for the remaining tasks that centre on monitoring energy use being completed.</li> <li>3. Investigation of a Power Purchase Agreement with a local to-be-built solar farm.</li> </ol>	In progress
Fleet Review	<ol style="list-style-type: none"> <li>1. Review of Council fleet and fuel used.</li> <li>2. Evidence required from test acquisitions for alternative fuel usage e.g. electric vehicles etc. Two electric vehicles arrive for pilot use in the first quarter 2023.</li> </ol>	In progress
External Targets	<ol style="list-style-type: none"> <li>1. Deliver a communication and engagement plan to encourage behaviour change.</li> <li>2. Delivery of DEFRA Trees Project. Tree-planting projects will only deliver very small reductions in the lifetime of the current targets, but will support subsequent targets and the national goal of net zero by 2050</li> <li>3. Delivery of Strategic Wildlife Project.</li> <li>4. Promote the uptake of grants to reduce greenhouse gas emissions from domestic and non-domestic buildings</li> <li>5. Support greater use of electric vehicles in the district.</li> <li>6. Support cycling, walking and use of public transport as an alternative to car travel.</li> <li>7. Illustrate the scale of the measures that would need to be undertaken to meet the targets including estimates of cost.</li> <li>8. New officer roles focussing on helping householders, businesses and not-for-profit organisations in the district to reduce their emissions.</li> </ol>	In progress

<b>Latest Position Statement</b>
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15 Feb 2024	<p>The Council approved the Climate Emergency Detailed Action Plan in January 2021. The progress of the plan is reported bi-annually to Environment Panel and annually to Full Council. The 4th update to Full Council occurred on 23 January 2024.</p> <p>The action plan now contains 66 actions related to either the internal or the district wide target. The status of which is summarised below;</p>
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**Status**

**Number of actions**

On-going

40

Waiting for input from others

4

May not be initiated/completed on time

1

Not initiated/completed on time or not expected to be

1

Completed

17

Not due to be started yet

2

Closed – unable to complete

1

Total number of actions in plan

66

**District wide target**

In the 1st year of the target, 2020, an 8.7% reduction was achieved. This figure is based on data published annually for all local authorities by the Government. Each year the Government improves its methods for estimating emissions and then uses the new methods to re-calculate previously published figure. This reduction was updated to a 10.6% reduction when the Government issued the latest data in June

2023. This reduction was likely due to the impact of Covid on road transport emissions and illustrates the scale of change to achieve the target. The latest data for 2021 showed an increase of just under 1%. The employment of additional staff will ramp up council activities to reduce emissions, but the district target will not be met without a transformative scale of action.

#### Council internal target

There were reductions of 12% and 4% in the first and second years respectively (Oct 2019-Sep 2020 and Oct 2020-Sep2021). Covid is likely to have been a key factor. In Oct 2021-Sep 2022 emissions increased by 2%.

October 2022-September 2023: The emission figures for this period are being estimated. This is taking longer than previous years due to issues in receiving data from our energy suppliers. St James industrial estate re-opened in this period which adds to emission figures even though it has been designed to reduce emissions. However, it was hoped that there would be a net reduction of 6-7% due to energy efficiency work on Westward House, use of two electric refuse vehicles, completion of Westgate project. Provisional figures suggest significant savings at Westward - an all-electric building - and a reduction in electricity use at Westgate, but countering that is a 7% increase in the emission factor for grid electricity. Added to that, gas consumption at Westgate has increased. The heating equipment is still being optimised. The trial electric refuse vehicles have yielded mixed results. In summary, there could be an increase in the single figures.

October 2023-September 2024: More units at St James industrial estate will have become occupied in this period, but a reduction around 5% could be achieved but only if the Westgate project and the electric refuse vehicles perform consistently well Gas use at the Novium should be reduced due to consistent operation of the biomass boiler.

October 2024-September 2025: As stated in the last update, achievement of the target rested largely on the council entering into a contract for electricity from a planned new solar farm in the district. A thorough investigation of this option led to the decision not to enter into a contract. There will be emission reductions due to CDC vehicles (other than refuse collection vehicles) being replaced by electric vehicles, but these will not be sufficient to meet the 10% target.

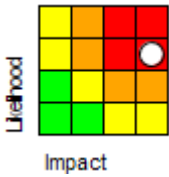
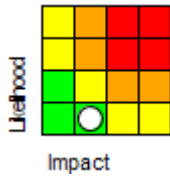
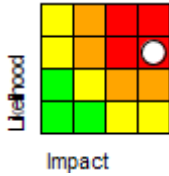
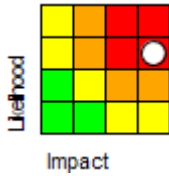
Mitigating actions: Achieving a year-on-year reduction requires a continuous pipeline of projects which has not been established.

Fleet: Although results of the electric refuse vehicle trial have been mixed, other vehicles are gradually switching to electric as per council policy and additional charging infrastructure is being installed. However, this entails increased asset replacement budgets which will need to be approved by councillors. Hydrotreated Vegetable Oil is an alternative option to electrification but will increase revenue costs and there have been concerns about its environmental sustainability. This option is kept under periodic review to see if environmental sustainability concerns can be allayed.

Buildings: Installing more PV on council buildings is a cost-effective option, although the carbon savings will not be large. Bigger carbon savings are achieved by replacing gas, but new gas boilers have recently been installed at EPH. Electric heating could be installed at Bourne and Grange leisure centres, but the payback is exceptionally long. Solar car ports could be installed on council car parks. They make most financial sense when combined with using electricity on site e.g. EV charge-points or if the council sold the electricity to a licensed supplier and then bought it back for its own use (a Power Purchase Agreement). Investigation of other low carbon energy options will be pursued subject to Cabinet approval (meeting 5 March 2024).

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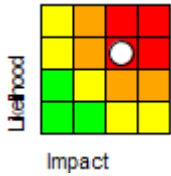
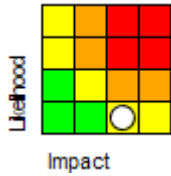
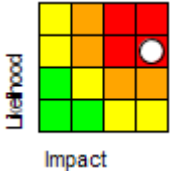
<b>CRR 196</b>	<b>Managing Selseys Aging Sea Defences</b>	<b>Management</b>	Control Pending
		<b>Corporate Links</b>	
<p><b>Risk Description:</b> The flood and erosion risk arising from failure of coast defences at Selsey, in particular the sea wall. Constructed in the 1950s, the seawalls have reached or are reaching end of their design life. At the same time, as a result of climate change (specifically sea level rise), the level of protection afforded by the existing defences will decrease over time. Recent defence failures (Jan 2007 &amp; 2023) have highlighted the fragility of the coastal assets along the Selsey frontage, the speed with which such failures can occur, the complexity of defence ownership/maintenance, the high costs associated with emergency repairs and the uncertainty around how remediation of such failures can be funded. CDC, in partnership with Coastal Partners, are currently engaged in a feasibility study looking at the future of Selsey defences, however any potential scheme is unlikely to be ready for construction for at least 5 years (2028+). At the current time, there is no guarantee a scheme can be delivered because it will be subject to securing substantial financial contributions, several gateway stages and demonstrating a robust business case for EA approval. A Position Statement was adopted at Oct 2023 Cabinet which lays out the business-as-usual position of how CDC may respond to the different seawall failure scenarios that may present.</p> <p>Council has permissive powers (not a legal duty or responsibility) under Land Drainage Act 1991 and Coast Protection Act 1949 to undertake works on the coast (maintenance or new defences) to protect property from flooding or erosion. As an asset owner, CDC have responsibility to manage H&amp;S risks effectively. Private landowners are responsible for protecting their own property from flooding and erosion (within the statutory planning regime and Coast Protection Consents). Where accessible to the public, the owners have a duty of care to maintain public safety under the Occupiers Liability Act.</p> <p>Sea defences are typically funded by the EA Grant in Aid following a business case application and bid process. Post construction, the council maintains the assets (currently no grant available for maintenance works). EA funding can be sought retrospectively for emergency coast protection works where this is an immediate health and safety risk. The works must be eligible for grant and depend on funding being available. Once emergency works have averted the imminent safety risk, more permanent works would need to be funded by CDC as part of a capital scheme or possibly by private land owners.</p> <p>Risks are; flooding, erosion, wider impacts of these on critical infrastructure, roads, utilities etc. fragility of the assets due to age and construction, at end of design life, leading to risk of sudden and unexpected failure. Private defences may fail and owners may be unable to repair defences leading to risk of multiple properties or private owners may attempt to take matters into their own hands causing issues for their neighbours. A number of separate failures could occur along the 4km frontage in quick succession causing cumulative failures, leading to significant repair costs and insufficient funds. Repairs may need to be actioned quickly and with significant funding to the council, as there is no guarantee of funding for emergency works from the EA. Previous action to repair defences may raise expectation that this will always be the case, when funding is not guaranteed and permissive powers are utilised. Access to undertake repairs is challenging due to the low beach and short tidal windows, adding risk other properties will be affected and adding further cost and time.</p> <p><b>SLT Risk Owner:</b> Andrew Frost  <b>Responsible Officer:</b> Alison Stevens</p>			
<b>Original and Target Risk Assessment</b>			

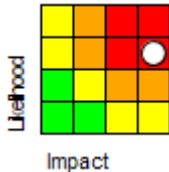
<b>Original Risk Date</b>	12-Sep-2023		<b>Target Risk Date</b>	31-Aug-2030	
<b>Original Risk Score</b>	12		<b>Target Risk Score</b>	2	
<b>Current and Previous Quarter Risk Assessment</b>					
<b>Current Assessment Previous Quarter Assessment</b>	15-Feb-2024		12		
	12-Sep-2023		12		
<b>Internal Controls</b>					<b>Current Status</b>
Small localised failure of private defences	Inspect failure and notify landowner of responsibility. Monitor until resolved by landowner – monitoring risk of failure affecting multiple properties (if nec, escalate to 3)Annual risk communication with residents of Selsey via CDC newsletter – how to respond to coastal flooding and erosion, how to sign up to flood risk warnings. <a href="https://coastalpartners.org.uk/flood-response/">https://coastalpartners.org.uk/flood-response/</a>				Poor
Small localised failure of CDC maintained defences	Inspect failure and then review maintenance options and cost. Look to undertake repairs which extend the asset life, or reduce the risk of an escalating failure, using existing maintenance budgets and frameworks. (Where sufficient budget does not exist, issue to be escalated and consider funding from Council reserves.) (If appropriate inform EA of risk of emergency works) Undertake repair works				Poor
Significant failure - risk of loss associated with 1 or more properties	Inspect failure at the earliest safe opportunity. Notify SLT of funding need and the EA of the scope of the emergency works. Undertake any necessary emergency works to make safe and prevent escalation / continue to monitor. Appraise options and feasibility for urgent repair or replacement. Prepare business case to recover emergency works funding for EA or other sources. * Works will be subject to approval of spend in accordance with CDC Constitution. Where appropriate funding for				Poor

	<i>emergency works will be sought from the Environment Agency in parallel. There is no guarantee of emergency works funding.</i>	
Major failures - significant storm leads to multiple failures and properties at risk	Initiate emergency plans, with a risk-based approach to managing health and safety. Properties at imminent risk of erosion may not be able to be protected.	Poor
<b>Latest Position Statement</b>		
15 Feb 2024	<p>With age there is an increasing residual risk of a failure of the defences, and the impacts could quickly become significant. This is managed through risk-based inspections and monitoring of the coastline by Coastal Partners, with the objective of ensuring any failures (minor or major) or issues are identified early. There is a focus on not missing opportunities to undertake swift minor repairs which have the potential to avoid more significant failures (repairs). However, this is not always possible in the winter months. For more significant failures, where properties are at risk in the short term, the Council may endeavour to seek funding for emergency works. There can be no guarantee of an outcome that avoids losses in all cases, and no guarantee of emergency works funding and CDC and residents should be prepared for this scenario.</p> <p>Following a feasibility study, a business case has been submitted to the EA for options appraisal and detailed design for a new defence scheme at Selsey. To date, we have no indication as to whether this business case will be successfully, either wholly or partially. Given the on-going work on the new defence scheme, the Position Statement will be reviewed annually to consider any changes.</p>	







## Management Controlled

<b>CRR 01</b>	<b>Financial Resilience</b>	<b>Management</b>	Controlled		
		<b>Corporate Links</b>	Corporate Plan Priority - Use Resources Effectively and Efficiently.		
<p><b>Risk Description:</b></p> <ul style="list-style-type: none"> <li>- Failure to maintain a robust and deliverable budget will lead to a lack of resources to fund services and council priorities, leading to reactionary decision making, and reputational consequences.</li> <li>- Failure to maximise efficient use of resources and so unsuccessful redirection of resources and not achieving objectives and outcomes of the council including efficiency savings identified under the Future Services Framework (FSF).</li> <li>- Failure to maximise income streams.</li> <li>- Unpredictable Government policy (e.g. localisation of business rates.)</li> <li>- COVID-19 (Coronavirus) unpredictable economic impact.</li> </ul> <p>Cost of living crisis - unpredictable impact on service demand. Plus inflationary cost pressures on the council's own costs.</p> <p><b>SLT Risk Owner:</b> John Ward  <b>Responsible Officer:</b> Helen Belenger</p>					
<b>Original and Target Risk Assessment</b>					
<b>Original Risk Date</b>	31-Jul-2012		<b>Target Risk Date</b>	31-Mar-2027	
<b>Original Risk Score</b>	9		<b>Target Risk Score</b>	3	
<b>Current and Previous Quarter Risk Assessment</b>					
<b>Current Assessment</b>	19-Feb-2024		12		
<b>Previous Quarter Assessment</b>					

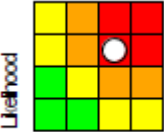



	12-Sep-2023		12
Internal Controls			Current Status
Five Year Financial Model and Deficit Reduction Plans	<ol style="list-style-type: none"> <li>1. Monitor and update the 5 year financial model as required and review with CMT.</li> <li>2. Assess against progress on Deficit Reduction Plan and savings targets.</li> <li>3. Monitor income volatility in relation to use of New Homes Bonus (NHB) (Policy approved) and localisation of both Council Tax Reduction scheme (CTR) &amp; business rates.</li> <li>4. COVID recovery and financial planning reports agreed by Council 21 July 2020. New framework for service prioritisation model to develop future service delivery from 2022-23.</li> <li>5. Budget review tasks after election in May 2023.</li> </ol>	Good	
Income Streams	<ol style="list-style-type: none"> <li>1. Monitor income performance and review with SLT so remedial action can be taken.</li> <li>2. Divisional Managers and service managers monitor income monthly from budget monitoring reports.</li> <li>3. Service managers to assess fee setting for services in accordance with Fees &amp; Charging Policy, and react when income reductions occur.</li> <li>4. Putting money in place to achieve better returns.</li> </ol>	Good	
Reconciliation of Income	<ol style="list-style-type: none"> <li>1. Monthly reconciliations by services.</li> <li>2. Non compliant services are identified by Internal Audit when service is reviewed as part of the Audit Plan.</li> <li>3. Support given by Financial Services when setting up new income streams and reconciliation processes.</li> </ol>	Good	
Control of Expenditure	<ol style="list-style-type: none"> <li>1. Approval limits and routes for additional funding are detailed in the Council's Constitution and Financial Regulations.</li> <li>2. Quarterly monitoring of major variances by SLT.</li> <li>3. Quarterly Financial Health Check meetings by Financial Services with Directors and Divisional Managers prior to SLT's quarterly revenue and capital monitoring review. Results published on the Council website and detailed in the member's bulletin.</li> </ol>	Good	
Financial Strategy Principles	<ol style="list-style-type: none"> <li>1. All key decisions of the Council should relate back to the Corporate Plan.</li> <li>2. Ensure the revenue and capital programme remain balanced and sustainable over a rolling 5 year period.</li> <li>3. Over the next 5 years maintain a position of non-dependency on reserves.</li> <li>4. To maintain a balanced budget in a climate of no growth, savings in the revenue budget or external funding will need to be identified before any new revenue expenditure, including capital expenditure that has revenue</li> </ol>	Good	

	<p>consequences, is approved.</p> <p>5. Review costs in response to changes in service demand.</p> <p>6. Where the Council has discretion over charging for services, consideration needs to be given as to the extent to which service users should bear the costs, and the proportion met by Council Tax.</p> <p>7. Continue to review the Council's costs to find further savings.</p> <p>8. Match Council Tax increases to a realistic and affordable base budget.</p> <p>9. Budgets should be pooled with other service providers to achieve more effective and cost efficient outcomes for the community.</p> <p>10. New Homes Bonus (NHB) is a non ring-fenced grant from Government. Council policy has agreed in principle that this funding should be reserved to reward communities that have accepted growth. However, the allocation of this source of funding and its use must take into account that as this is not new funding; it can be used to protect services, and aid the council's legal requirement to set a balanced budget. The allocation of this funding will be reviewed annually during the budget setting process considering the financial settlement from Government.</p> <p>11. Localisation of Business Rates. The decision to pool our business rates should be reviewed annually after receipt of government draft settlement to that the Council is in the best financial position. The Section 151 Officer continues to review the risks and opportunities that will emanate from the 100% localisation of business rates.</p>	
Revenue and Capital Programme Principle	<p>1. Capital receipts, reserves and interest on investment will primarily be available for new investment of a non-recurring nature, thereby minimising the overall financial risk.</p> <p>2. Ensure that a sufficient level of reserves are maintained, as informed by the Financial Strategy, so that the Council can remain flexible and is able to respond to a changing local government environment.</p> <p>3. Borrowing could be used for capital schemes or "invest to save" projects providing the cost of servicing the debt is contained within the revenue savings/income the project generates. The payback period for invest to save projects should be shorter than the life of the asset.</p> <p>4. A Capital Strategy which sets out the clear vision of the council's capital ambitions, linked to the Corporate Plan and all other key strategies and policies which aid the decision making process for the allocation of resources to projects. The governance arrangements are clearly set out in this document for an open and transparent process that adheres to good practice.</p>	Good
Treasury Management	<p>1. Generate better returns with the Treasury Management Strategy and the Investment Protocol and the Council's view of risk and increased diversity.</p>	Good
<b>Latest Position Statement</b>		
19 Feb 2024	<p>The Council's 2024-25 Financial Strategy and 5 year model was approved by Council in November 2023, since the model was updated considering the situation in year, including any ongoing effects over the medium term. The Financial Strategy showed that there was an underlying deficit mainly due to the expected reset in the Business Rates Retention Scheme (BRRS) and a major funding review by government. The expected deficit is expected at £3m and possibly more as a result of the major waste reforms to be implemented by March 2026 which are not expected to be fully funded by Government. These changes highlight the background of uncertainties when trying to complete any strategic financial planning and the lack of clarity from government and only receiving one year funding streams. The Council has set up a cross party Budget Review Group to address the funding gap as it will be necessary to carry out service reviews, income generation schemes that may change current council policy. As a result of past efficiency drives the easy wins have been achieved. The</p>	

	<p>Council has set its 2024-25 budget with a surplus of £609k. Whilst a surplus of the region was expected in the 5 year Financial Strategy, this has been the case as the Council have had to bring in the New Homes Bonus to fund the budget. This approach is contrary to past policy but has been a necessary change because of the treatment of this grant in the financial settlement by Government. The forecasts will need to be updated for preparation of strategic financial planning for 2025-26 when the Council is also expecting a surplus budget, however, with the uncertainties in national politics and a general election expected in 2024. This is another known risk. The Budget Review Group will need to address the forecast funding gap in the next 12 to 18 months to ensure that it can set a balanced budget from 2026-27 onwards. Therefore, the risk score remains at 12 based on likelihood 3 (probable) and impact 4 (major) due to the estimated funding gap. Strategy updates will be held with Strategic Leadership Team (SLT) and Cabinet in May/June and the Budget Review Group will be meeting quarterly to receive the outcome of work completed by officers throughout the coming year.</p>
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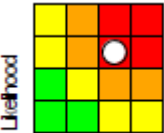


<b>CRR 08</b>	<b>Skills / Capability / Capacity</b>	<b>Management</b>	Controlled
		<b>Corporate Links</b>	Corporate Plan Priority - Use Resources Effectively and Efficiently.
<b>Risk Description:</b> Failure to have resilience in the staff structure, and so lack the right number of staff with the right skills to deliver services, along with unrealistic expectations of services, which could lead to service failure, reputational damage and potential litigation.			
<b>SLT Risk Owner:</b> John Ward. <b>Responsible Officer:</b> Joe Mildred / Tim Radcliffe.			
<b>Original and Target Risk Assessment</b>			
<b>Original Risk Date</b>	31-Jul-2012		<b>Target Risk Date</b>
<b>Original Risk Score</b>	3	<b>Impact</b>	<b>Target Risk Score</b>
			31-Mar-2025
			2
			
			<b>Impact</b>
<b>Current and Previous Quarter Risk Assessment</b>			
<b>Current Assessment</b>	20-Feb-2024		6
	13-Sep-2023		6
<b>Previous Quarter Assessment</b>			
<b>Internal Controls</b>			<b>Current Status</b>
Workforce Development Plan	1. Ensure commissioning and objectives remain relevant and up to date. 2. Review personnel literature, marketing CDC as an employer at recruitment fairs. 3. CDC salaries - benchmarking exercise to be undertaken and monitored. 4. New apprenticeship Levy.		Good
Appraisal Process	1. Succession planning considered during appraisal process.		Good

	2. Completion of appraisals on time. 3. Strategic training needs identified.	
Training Plan and Budget	1. Use First Line Managers course to develop new managers. 2. Use management apprenticeship or diploma programmes to develop CDC managers. 3. Specific training programme for new Directors and Divisional Managers.	Good
Recruitment Benefits	1. Use of benefits packages to aid recruitment: relocation package widely used, exceptionally assisted house purchase scheme. 2. Guidance to be issued for how to use recruitment benefits.	Good
Staff Satisfaction Survey	1. Staff survey to be undertaken every two years, and action plans progressed.	In progress
Strategic Leadership Team & Divisional Managers	1. Specific training programme to newly appointed Divisional Managers to address core competencies, hosted by Portsmouth University.	Good
Measuring Staff Turnover by Significant Groups	1. SLT to review turnover statistics and the reasons quarterly.	Good
<b>Latest Position Statement</b>		
20 Feb 2024	Increased use of premia payments (market supplements) for those areas with long term established recruitment issues and the use of the relocation package has aided recruitment for some service areas. Premia payments are subject to review every 2 years (review for implementation in April 23 complete and next review in to be done late 2024 for implementation in April 2025), which is in line with the new procedure governing these as agreed with the Staff Side / Unison. However there are still been some significant recruitment and retention issues in some services including Planning, Environmental Health, HGV drivers and Building Services, who will continue to work with HR to ensure that appropriate resources and incentives are in place; these include further recruitment attempts including recruitment payments, flexible use of staff across the service, improved advertising of jobs and marketing of the Council as an employer, using head hunters and temporary (agency) staff, where required. It should be noted that this risk is linked to the national issue of shortage of labour in some sectors and our ability to control or mitigate this is limited. In some areas we are now seeing an improved number of applicants to our advertised roles and this is linked to the shifts in the wider economy and job markets. Workforce Development Plan recently reviewed and considered by JECP, it includes a with a greater focus on the need to grow and develop our own staff. In 2023 completed a full comprehensive staff survey and the results were analysed and considered by JECP and reported back to all staff.	

<b>CRR 09</b>	<b>Business Continuity</b>	<b>Management</b>	Controlled
		<b>Corporate Links</b>	Corporate Plan Priority - Use Resources Effectively and Efficiently.
<b>Risk Description:</b> Failure to react to an incident that would adversely affect the delivery of services, including leading to a breach of the council's statutory duties under the Civil Contingencies Act and result in both inability to service the community and reputational damage.			
<b>SLT Risk Owner:</b> Andrew Frost <b>Responsible Officer:</b> Alison Stevens/Warren Townsend.			
<b>Original and Target Risk Assessment</b>			
<b>Original Risk Date</b>	31-Jul-2012		<b>Target Risk Date</b>
<b>Original Risk Score</b>	9		<b>Target Risk Score</b>
			31-Mar-2025
			4
			
<b>Current and Previous Quarter Risk Assessment</b>			
<b>Current Assessment</b>	14-Feb-2024		6
	<b>Previous Quarter Assessment</b>	13-Sep-2023	
<b>Internal Controls</b>			<b>Current Status</b>
Robust BC Plans	1. The Business Impact Assessment (B.I.A) is refreshed annually with SLT. 2. Critical services have Business Continuity (BC) plans covering the first 3 days of a business interruption. 3. The BC plans are tested every 2 years. 4. Retraining takes place where necessary, to embed BC into culture of the council. 5. BC plans and associated documents are stored on the council's x drive and off-site on external site (Resilience)		Good

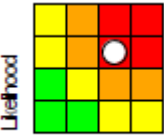
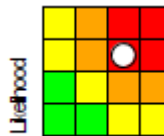
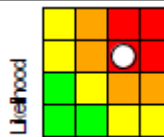
	Direct). 6. Non critical services also have plans for over 3 days business interruptions. 7. Health checks take place of Plans in all service areas. 8. Effective backup of data. 9. Off-site disaster recovery facility at the depot - replication of the server	
BC Management Strategy	1. Annual BIA meeting held with SLT. 2. Monthly report from Safety & Resilience team to SLT cover any updates and issues. 3. Articles for team briefs or management forum to embed BC planning into organisation.	Good
Business Recovery Team	1. Training and repeated messaging to embed BC cultural into organisation. 2. Annual appraisals targets for Divisional Managers and relevant staff.	Good
<b>Latest Position Statement</b>		
14 Feb 2024	<p>There are different threats that can create a business continuity incident - this assessment considers the key threats but has to summarise our overall level of risk. Whilst the internal controls are good for business continuity management, the risk score remains fairly high as the likelihood of a business interruption caused by fragility around the Ukraine conflict and the impacts that has had on energy and fuel. Impacts from Covid and seasonal flu seem to be very low, even at CCS where crews need to work physically closely with each other. The risk of a potential cyber-attack is probable. This is because CDC, like many large organisations, continually identifies and deals with attempted attacks on our IT systems. We have good mitigation against cyber-attacks; however there remains a risk due to the frequency of attempted attacks and the changing nature of cyber threats. Physical mitigation controls against intentional or accidental damage or loss of critical IT equipment within EPH are good and would be 'unlikely', and therefore less of a risk. Should the IT servers located within EPH fail for any reason then the majority of the council's IT systems can be reinstated within a matter of hours using the disaster recovery server room based at CCS. The threat of not being able to operate council services from EPH due to a fire, for example, is no longer deemed significant from a business continuity point of view as resilience is good in terms of staff being able to carry out their work from home. The CCS site also provides a location for office-based activities to be relocated to. The Novium and a reciprocal mutual aid arrangement with WSCC provides a location for face-to-face council business to be conducted, if necessary. The BIA (Business Impact Assessment) continues to be refreshed annually by SLT – the last review took place on 14 November 2022 and is in the process of being reviewed again. BC plans continue to be refreshed on a 6-monthly basis – the last review was completed in October 2023.</p>	



<b>CRR 68</b>	<b>Health and Safety</b>	<b>Management</b>		Controlled
		<b>Corporate Links</b>		Corporate Plan Priority - Use Resources Effectively and Efficiently.
<b>Risk Description:</b> Failure to adhere to H&S policies and procedures leading to death or serious injury of an employee or third party resulting in prosecution or other enforcement action under H&S legislation, adverse publicity, fines and possible custodial sentences. Such failures may also lead to civil claims for compensation				
<b>SLT Risk Owner:</b> Andrew Frost				
<b>Responsible Officer:</b> Alison Stevens / Warren Townsend.				
<b>Original and Target Risk Assessment</b>				
<b>Original Risk Date</b>	03-Sep-2013		<b>Target Risk Date</b>	31-Mar-2025
<b>Original Risk Score</b>	9		<b>Target Risk Score</b>	4
<b>Current and Previous Quarter Risk Assessment</b>				
<b>Current Assessment Previous Quarter Assessment</b>	14-Feb-2024		4	
	13-Sep-2023		4	
<b>Internal Controls</b>				<b>Current Status</b>
H&S policies & procedures	Clear health and safety policies, procedures and guidance are available to all staff and members via intranet and in hard copy format at some sites. The Policy includes: <ol style="list-style-type: none"> <li>Statement of intent.</li> <li>Hierarchy for communication/organisation.</li> <li>Roles and responsibilities.</li> <li>H&amp;S arrangements - these are the policies, procedures and guidance for specific H&amp;S issues e.g., control of</li> </ol>			Good

	<p>contractors, COSHH assessments forms etc.</p> <p>5. An extensive range of evidence compliance forms.</p> <p>6. Specific risk assessments for site visits undertaken for staff and member visits.</p> <p>7. Quarterly updates to Cabinet member for Planning &amp; Environment by the Safety &amp; Resilience Manager.</p>	
Training Programme & Competencies	<p>1. Specific training programmes for all aspects of H&amp;S skills and competencies required with the Council's business.</p> <p>2. Staff with relevant competencies and holding key responsibilities available on staff intranet.</p> <p>3. Training records maintained to evidence training provided.</p> <p>4. Training for all new members as part of the Members' Induction Programme.</p>	Good
Legionella Testing	<p>1. Written policy available.</p> <p>2. Regular testing and monitoring to demonstrate compliance.</p> <p>3. Ideagen used to record monitoring and escalate areas of non-compliance.</p> <p>4. Staff involved in legionella management or may be exposed to legionella risk are provided with training.</p>	Good
Health & Safety, and Insurance performance meetings for high risk service areas	<p>1. CCS - Monthly insurance &amp; H&amp;S meetings with the Director of Corporate Services &amp; the Contract Services Divisional Manager with Safety &amp; resilience Manager &amp; CCS Technical Supervisor. To assess accident trends and claims and agree any actions required to staff duties, policies and procedures.</p> <p>2. The Safety &amp; Resilience Manager attends the quarterly CCS H&amp;S Management meetings. This is a high-level meeting with the service managers and lead officers to discuss H&amp;S performance across all CCS activities.</p> <p>3. All accidents, near misses and reports of ill health are investigated by the Safety &amp; Resilience team. Interventions made with the service where appropriate to improve systems of work to prevent reoccurrence.</p>	Good
PAT testing	<p>1. Annual testing of all electrical equipment carried out by qualified contractor.</p>	Good
Safety Committee	<p>1. A group of managers and employees ( including union representatives) meet 3 times a year to discuss health and safety issues and matters of interest. CCS, car parks, foreshores and the Novium feed into this committee. The Safety Committee reports any issues of significance to the Joint Employee Consultative Panel (JECP). Meeting minutes are posted on the council's intranet page for staff to access.</p>	Good
Caution Alert Register (CAR) and lone working	<p>1. Specific procedures and decision tree guidance in place for staff and members to follow on the intranet.</p> <p>2. Nominated person CR Keeper who maintains register and advises staff.</p> <p>3. Procedures in place for appropriate staff and members to access CAR.</p> <p>4. Compliance with data protection legislation included in policies and procedures.</p> <p>5. Incident response team available to support staff and members at EPH if an incident occurs.</p> <p>6. Conflict Management &amp; Physical Intervention training provided to relevant staff.</p> <p>7. Staff are provided with a lone working solution that offers them protection when conducting visits alone.</p>	Good
Emergency arrangements for Council Premises	<p>1. Evacuation procedures in place for EPH on staff intranet.</p> <p>2. Designated staff with allocated roles &amp; responsibilities for evacuation procedures.</p> <p>3. Regular testing of evacuation procedures carried out.</p> <p>4. Policy advising the arrangements in place for safe evacuation of council owned buildings.</p>	Good
Corporate H&S Audits &	<p>1. Programme of H&amp;S audits of service areas, improvements and observations which are fed back to Service, H&amp;S</p>	Good

Action Plans for Service H&S Improvement	and management with any necessary improvement action plans. Progress with recommendations made are reviewed after an agreed period. 2. In addition, there is a programme of audits in place for the SLM leisure centres contract. This involves checking H&S performance and compliance in key identified areas.	
Contract Management	1. Every major contract should have an identified contract manager who is responsible for ensuring the delivery of the contract in accordance with specification. 2. The contract manager must ensure that their contractor adheres to H&S legislation in carrying out the specification and has a monitoring system in place which includes performance reporting to the council's contract manager. 3. Upon request the Safety & Resilience Manager will attend regular quarterly/annual meetings for the council's specific high risk activity contracts along with the contract manager, to liaise with the contractors regarding any H&S concerns. 4. Members are involved in major decisions on procurement matters.	Good
Health & Safety Corporate Compliance Group	• The group as set up early 2022 and meets quarterly to check compliance with statutory and locally set requirements across all directorates.	Good
Fire Safety Management	1. Activity based Fire Risk Assessments of all CDC managed premises are undertaken on a 2-yearly programme.	Good
Safety watch	1. The Safety & Resilience team undertakes monitoring visits to engage with operatives, check training / competence and compliance with policies and procedures. Waste/recycling crews, grounds teams, streets team and small works operatives receive at least 1 face to face SafetyWatch visit per year. Waste/recycling crews also have 1 SafetyWatch observation via live vehicle cameras per year. Results of SafetyWatch are reported to CCS management.	Good
<b>Latest Position Statement</b>		
14 Feb 2024	The consequences of a serious accident or incident at work have the potential to be 'major', i.e. death or serious injury of a member of staff, contractor or member of the public. Therefore, the severity of impact in the risk score is always going to be high. However, the Council operates an effective, and well established, H&S management system with good controls in place to reduce the likelihood of such an incident. Despite having good systems and procedures in place, CCS remains the highest risk operation within the Council due to the nature of the work and consequently accounts for the large majority of accidents, incidents and near misses within CDC. H&S compliance of CDC's biggest service contractor, Everyone Active, is monitored through a programme of H&S audits carried out by the Safety & Resilience team on an annual basis.	

<b>CRR 185</b>	<b>Housing - Potential Increase in Homelessness Service Demand due to Increased Cost of Living and Ukraine Sponsorship programme Impact</b>		<b>Management</b>	Controlled
			<b>Corporate Links</b>	
<b>Risk Description:</b> Failure to meet potential increase in homelessness service demand due to increased cost of living and Ukraine sponsorship programme. <b>SLT Risk Owner:</b> Louise Rudziak <b>Responsible Officer:</b> Kerry Standing				
<b>Original and Target Risk Assessment</b>				
<b>Original Risk Date</b>	17-Feb-2021		<b>Target Risk Date</b>	31-Mar-2025
<b>Original Risk Score</b>	9		<b>Target Risk Score</b>	4
<b>Current and Previous Quarter Risk Assessment</b>				
<b>Current Assessment Previous Quarter Assessment</b>	22-Feb-2024		9	
	13-Sep-2023		9	
<b>Internal Controls</b>				<b>Current Status</b>
County Level	All councils within West Sussex have joined up to fund a new Housing and Policy Officer post to work across the district and borough councils to improve joint working, aid service improvements and outcomes for residents. One of the key initial priorities will be looking at prevention work to minimise housing approaches. We have and continue to liaise with our largest registered providers to obtain rent arrears levels so that we can look at the likely number of future homeless approaches whilst ensuring operationally we have practices in place including working with the registered providers to minimise homeless approaches overall.			In progress

Adequate Staff Resources	All posts within Housing are filled and the restructure has bedded in well. Homelessness approaches are monitored regularly along with resources. An additional post has been created during 2023 to date to deal with homeless demand and this remains under regular review.	Good
Prevention Work	Prevention work to identify potential evictions in advance with registered providers and private sector.	Good
Homelessness reviews and monitoring	A review will be undertaken during 2023-24 to monitor and forecast potential homelessness approaches to ensure our temporary accommodation provision need is understood, our needs can be met and where there are issues plans are developed accordingly.	Good
Prevention Tools	A number of financial support schemes are in place to support and prevent homelessness including some additional funding provided by WSCC.	Good
Home Finder & Use of Private Sector	The Home finder and private rented sector offer are under review to ensure we are set up in the most effective way moving forward through the supply of private rented properties, where these are required. The Home finder scheme in its current format is being wound down. As tenants move from properties these are being handed by to the respective landlord. A review of how we utilise private sector accommodation where we need to for a housing need is to be explored and options identified to do this. Whilst the social sector is so much more reliable for tenants from a tenancy security aspect some needs can be more urgently met through the private sector. That said it must be recognised that due to current market forces the private sector for many is simply unaffordable with Local Housing Allowance rates frozen at 2019 levels and significantly lower than private rents.	In progress
Financial Support	The Council has launched a Supporting You campaign which provides a range of support and services for residents including, but not limited to debt management advice, budgeting support and income maximisation etc.. All with the aim of helping residents support themselves and sustaining their tenancies. For 2023/24 an additional £100k has been allocated to top up the Discretionary Housing Fund. This will enable us to provide more support to those in need.	Good
New Initiatives	We have entered into an agreement with Beam from January 2023 as a pilot. This is a very different approach to how we have historically operated and we want to identify how we can best support homeless clients. Beam has 3 key benefits: 1) It helps individuals to crowd fund (to help them back onto their feet with start up costs i.e. interview clothing), 2) employment – works with motivated homeless clients who want to get into employment and 3) private rented sector – where Beam has shown its strengths is in its ability to work with the private sector to secure suitable properties. Given this model is different we wanted to pilot this to learn from it and to see if there are better ways of providing some of the service moving forward. Without pre-judging the pilot there are significant gains to be had with this i.e. employment rises and less impact on the public purse let alone all the social benefits this may bring and the benefits to the individuals themselves.	In progress
<b>Latest Position Statement</b>		
22 Feb 2024	The Local Authority Housing Fund has delivered 21 properties in total in response to the Ukrainian resettlement scheme. We are awaiting further details on a further scheme in Spring 2024.	

