

Corporate Risk Register - Strategic Risks Quarterly Update

Report Author: Helen Belenger
Generated on: 17 September 2019



Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Control Pending

Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 88	Non Achievement of Recycling Target of 50% by 2020	John Ward	6	2	2	3	01-Jan-2020	Improving
	CRR 147	Southern Gateway Regeneration	Paul Over	9	6	6	4	30-Jun-2019	Improving
	CRR 148	Local Plan	Andrew Frost	9	9	9	3	31-Jul-2020	Improving
	CRR 149	Impact of Welfare Reform, including Universal Credit (UC) on working claimants across the district	Louise Rudziak	9	6	6	3	31-Mar-2020	Improving
	CRR 165	Brexit	John Ward	6	6	6	4	31-Oct-2019	Improving
	CRR 170	Changing Use of the High Street in City and Rural Towns	Jane Hotchkiss	6	6	6	4	31-Mar-2022	Improving

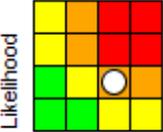
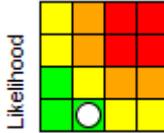
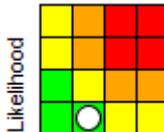
Controlled

Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 01	Financial Resilience	John Ward	9	6	6	3	31-Mar-2020	Good
	CRR 08	Skills / Capability / Capacity	John Ward	3	3	3	2	31-Mar-2020	Good
	CRR 09	Business Continuity	Andrew Frost	9	6	6	3	31-Mar-2020	Good

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Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 68	Health and Safety	Andrew Frost	9	4	4	4	31-Mar-2020	Good
	CRR 97	Cyber Risk Attack Across ICT Estate	John Ward	6	6	6	6	31-Mar-2020	Good
	CRR 145	Data Protection Act Breach - Loss of Data	John Ward	4	3	3	3	31-Mar-2020	Good

Management Control Pending

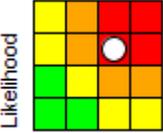
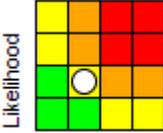
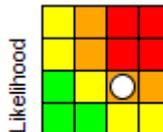
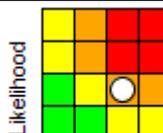
CRR 88	Non Achievement of Recycling Target of 50% by 2020		Management	Control Pending
			Corporate Links	
<p>The current recycling target set for 2020 is 50%. The failure to achieve this target could mean the Council may incur significant fines, taxes or extra landfill taxes or reputational damage.</p> <p>SLT Risk Owner: John Ward Responsible Officer: Kevin Carter</p>				
Original and Target Risk Assessment				
Original Risk Date	28-Nov-2014		Target Risk Date	01-Jan-2020
Original Risk Score	6		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	16-Sep-2019			2
	28-Jun-2019			2
Internal Controls				Current Status
Initiatives to increase amount of recycling	<p>1. New initiatives to increase recycling rates are being implemented and further work to improve the quality of the waste for recycling collected are under consideration.</p> <p>2. A Waste & Recycling Panel has been established to drive forward initiatives and improvements.</p>			Improving
Latest Position Statement				
16 Sep 2019	The forecast County recycling rate exceeds 50%. CDC's end of year outturn for 2018/19 is 46.5% and forecast is for continued improvement			

Appendix 1 (a)

with the provisional outturn for Quarter 1 2019/20 at 48.5%. The risk of any fines arising from not meeting 50% has been significantly reduced both because of the County figure and BREXIT. While there may be a reputational risk by CDC specifically not meeting the 50% we are in the top 20 LA's across the UK in recycling improvement.

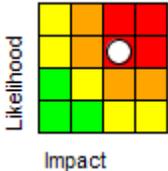
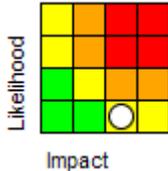
In addition, the policy landscape for waste management is also changing. In December 2018, the Government published the Resources and Waste Strategy for England which brings together a wide range of topics and sets out the policy direction in the field of resource and waste management. Potential implications of the strategy could impact local authority performance data collection and reporting requirements in the future as the Strategy seeks to support the use of high quality data, information and insights for policy making. Initial results following consultations on the Strategy have been released but full Government intention will not be known for a number of months.

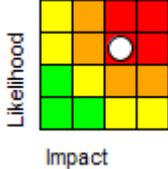
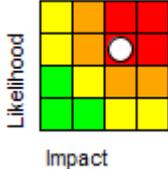
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CRR 147	Southern Gateway Regeneration		Management	Control Pending	
			Corporate Links		
<p>Failure to deliver the outcomes of the project leading to reputational damage and financial exposure to CDC as lead partner, and potential repayment of the Local Enterprise Partnership (LEP) (and other funding).</p> <p>Lack of engagement or buy in by other key partners, leading to CDC being isolated and unable to deliver outcomes.</p> <p>Masterplan becomes commercially unviable due to certain market sectors' changes including demands for community/public realm use types.</p>					
<p>SLT Risk Owner: Paul Over / Jane Hotchkiss Responsible Officer: Victoria McKay</p>					
Original and Target Risk Assessment					
Original Risk Date	23-Feb-2018	Target Risk Date		30-Jun-2019	
Original Risk Score	9	Target Risk Score		4	
					
Current and Previous Quarter Risk Assessment					
Current Assessment Previous Quarter Assessment	16-Sep-2019			6	
	28-Jun-2019			6	
Internal Controls					Current Status
Partner Organisation Engagement	<p>1. Law Courts - Homes England (HE) hand over. Close liaison with HE with contingency built into Masterplan. Use of EPH committee rooms completed. CDC has agreed 43 Fridays per annum. Courts completely closed on 21 December 2018. Fall-back position in the event that HE don't complete the transfer has been identified.</p> <p>2. WSCC and land held. On-going discussions between County Council and Sussex Police.</p>				Improving
Strategic Land Owner Engagement	<p>1. Collaboration Agreement signed between CDC and WSCC.</p> <p>2. Growth Deal approved and Growth Board meetings providing strategic input into the project. On-going liaison</p>				Good

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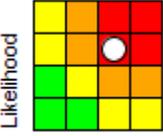
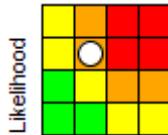
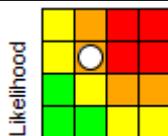
	with other partners and including the potential for others to join. 3. Relocation of Royal Mail & Stage coach - one suitable site identified and purchase completed. Negotiations on HoT's progressing via appointed agents.	
Financial Controls & Budget Monitoring	1. Identifying potential abnormal costs as possible by undertaking key studies in advance e.g. flooding, contamination and drainage. 2. Relocation funding from key partners - Timely reapplication to LEP/HE and exploring alternative funding routes as necessary, including CIL.	Improving
Management of External Consultants	1. Contract T&C's for consultants employed to ensure delivery of service. 2. Availability of consultancy advice - Use tried and tested framework agreements to source expertise; test knowledge via tendering process.	Good
Masterplan	1. Demand in market sector changes - Regular updating of viability advice for the Masterplan as the project is implementation proceeds. 2. Road space configuration - WSCC Highways input to project team to ensure solution(s) are acceptable. 3. Community or Public Realm Uses for site - Steering group input and regular re-appraisal of the scheme as it progresses.	Improving
Compulsory Purchase Order (CPO)	1. Use of CPO if required for land acquisitions for Masterplan assembly, where unable to agree terms to complete acquisitions. 2. Use of consultancy support to ensure CPO grounds well founded, including independent valuations.	Good
Latest Position Statement		
17 Sep 2019	<p>Following assessment by the moderation team a shortlist has been concluded. Shortlisted bidders have been invited to submit final bids by 21 October. Competitive dialogue meetings have commenced. A recommendation on a preferred developer will be made to Cabinet and Council on 26 November 2019. In advance of this a "Meet the Bidders" day has been arranged for 16 October along with comprehensive reports to both OSC and the Growth Board in November.</p> <p>Sussex Police have agreed to join the Collaboration Agreement and legal papers have been issued to them.</p> <p>We are waiting for confirmation from HE that they have taken ownership of the courts site (delayed from the recently scheduled of May/June 2019) and that they will join the procurement process.</p> <p>The Q5 LEP claim is being prepared. Negotiations with HE on a potential new source of public funding are also underway. Negotiations with both Stagecoach and Royal Mail are being actively pursued with consultant's expertise in order to facilitate their relocation.</p> <p>Presentations continue to be made to community and other groups. A pre-Council members briefing, was delivered on 23 July.</p> <p>Discussions with Network Rail continue.</p>	

CRR 148	Local Plan	Management	Control Pending		
		Corporate Links			
<p>Failure to complete Local Plan Review and submit the Local Plan for examination by 2020. This would mean that the Council would face challenge that it does not have an up to date Local Plan and the impact would be:</p> <ul style="list-style-type: none"> • Without an up to date Local Plan the presumption in favour of sustainable development would apply, assessed against the policies in the National Planning Policy Framework (ref: para 14). • 5 year housing land supply (HLS) would be assessed against the objectively assessed need (OAN) for housing rather than the housing requirement figure in the Local Plan, making it highly likely that it would not be possible to demonstrate a 5 year HLS. • Both 1. & 2. would result in a loss of control over the location and form of development with decisions being made through the application and appeal process, rather than in accordance with the development plan as it would be considered to be out of date. • With respect to the Local Plan Review, the 40% cap applied to the OAN growth for housing in the government’s draft methodology would not apply and the amount of housing to be provided for in the LPR would increase substantially requiring an increase in the amount of land to be allocated for development. • The ability to plan and coordinate development with the provision of infrastructure would be reduced with an unplanned approach to the location of new development. • The potential for government intervention to take plan-making decisions out of the control of the Council. • Damage to the reputation of the Council for failing to produce a plan to guide and control development in line with its statutory duties as Local Planning Authority. <p>SLT Risk Owner: Andrew Frost Responsible Officer: Toby Ayling</p>					
Original and Target Risk Assessment					
Original Risk Date	07-Mar-2018		Target Risk Date	31-Jul-2020	
Original Risk Score	9		Target Risk Score	3	
Current and Previous Quarter Risk Assessment					

Current Assessment Previous Quarter Assessment	12-Sep-2019		9
	14-Jun-2019		9
Internal Controls			Current Status
Agreed Timetable for Plan Production	1. Statutory Local Development Scheme revised and due to be considered by Council at its meeting of 24 September. 2. Detailed project plan for evidence base and plan production prepared.		Good
Sufficient Staff Resources to achieve timetable	1. Additional posts created in team. Although 2 posts are currently vacant. 2. Recruitment incentive payment and premia payments agreed to recruit and retain staff.		Poor
Ensure evidence base provided to meet timetable	1. Detailed project plan prepared for evidence base. Whilst a revised project plan has been produced, the timetable is still very tight and reliant on external parties to meet deadlines.		Poor
Member agreement to contents of plan	1. Provision of information, debate and discussion through Member briefings, Development Plan and Infrastructure Panel and formal democratic decision making process through Cabinet and Council.		Poor
Public Consultation	1. Public consultation to ensure that the views of the community are taken in to account in the plan-making process. 2. Initial public consultation has taken place on issues and options. 3. Public consultation on the Local Plan Review: Preferred Approach has been completed. 4. There will be further public consultation on the plan and prior to examination. This will enable the Council to take in to account the views of all interested parties on the contents of the plan and outstanding matters can be resolved through the public examination in to the soundness of the plan (to be conducted by a planning inspector appointed by the Secretary of State). The current status will reflect the stage of consultation reached.		Improving
Latest Position Statement			

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12 Sep 2019	The Local Plan Review: Preferred Approach consultation concluded on the 7 February. A number of issues raised through representations require examination through further development of the evidence base. Additional evidence has been commissioned to address a range of issues, including transport, development viability and an update to the sustainability appraisal. The elections have resulted in significant changes to the members of the Council and, combined with the establishment of various anti-development campaign groups and the need for further information from various site promoters (including West Sussex County Council), the likelihood of the risk that it may not be possible to meet the timetable to submit a plan for examination by July 2020 remains probable.
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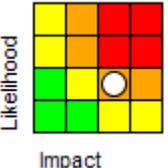
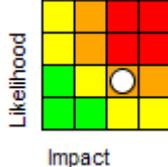
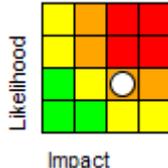
CRR 149	Impact of Welfare Reform, including Universal Credit (UC) on working claimants across the district		Management	Control Pending
			Corporate Links	
<p>Failure to provide appropriate support and guidance for claimants affected by the welfare reforms, including the rollout of Universal Credit (UC) on working age claimants across the district, resulting in the risk of rent arrears and the threat of homelessness.</p> <p>The benefits service currently administers in excess of 3,800 working age Housing Benefit claims. Full UC service in the district has been delayed until July 2018. The roll out will initially only affect new claims, although the majority will transition across over a period of 12-18 months.</p> <p>SLT Risk Owner: Louise Rudziak Responsible Officer: Linda Grange / Kerry Standing</p>				
Original and Target Risk Assessment				
Original Risk Date	02-Mar-2018		Target Risk Date	31-Mar-2020
Original Risk Score	9		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	11-Sep-2019		6	
	27-Jun-2019		6	
Internal Controls				Current Status
UC Focus Group	<p>An initial meeting in April 2017 identified the challenges our largest RP (Registered Provider) had experienced locally and nationally.</p> <p>Identified challenges that could reduce impact on claimants and prevent homelessness and agreed to:</p> <ul style="list-style-type: none"> • support vulnerable claimants 			Improving

Appendix 1 (a)

	<ul style="list-style-type: none"> • prepare claimants for the transition • assist claimants with their online UC claims • hold multi agency events to raise awareness • deliver pre and post tenancy workshops on money management • identify suitable venue and volunteers to run the workshops • identify resource requirements to deliver <p>Some mitigation has been put into place, for example, by contracting to CAB for debt advice and recruitment of Tenancy Sustainment Officers and a Housing Welfare Officer.</p>	
Nomination of a formal UC lead within the Housing Advice Team	In compliance with Homelessness Reduction Act s.179(2)(g) "The service must be designed to meet the needs of persons in the authority's district including, in particular, the needs of any other group that the authority identify as being at particular risk of homelessness in the authority's district." The Housing Advice Team have nominated a UC lead who will be responsible for coordinating advice to UC claimants that present seeking housing services assistance.	Improving
Register Provider eviction protocol	There is an intention to create a Register Provider eviction protocol so that the Council is warned in advance where there is a risk of homelessness, this will include tenants in receipt of UC, in arrears and where possession proceedings have been instigated. The lead officer conducting this piece of work has been briefed.	Improving
Increase number of units of Council owned temporary accommodation (TA).	On 31 October 2017 CDC purchased 22 Freelands Close. Three, 1 bed units were in use as TA (Temporary Accommodation) from December 2017 with a fourth unit due to be available in March 2018. The Council are considering options to redevelop the site and increase the number of units to a maximum of 12.	Good
Impact on services	<ul style="list-style-type: none"> • Benefit service will be impacted by transfer of WA claims to UC. Exceptions to UC, pensioner HB claims and CTR claims for WA and pensioners will continue to be administered. Revenues and Benefits Management team will continually review impact of rollout and resource requirements, as necessary. • From Jan 2019 persons in receipt of Severe Disability Premium will continue to remain on legacy benefits until protection for this group of claimants can be legislated for. • Increased expenditure on Discretionary Housing Payments for customers on UC is anticipated and will be monitored to ensure that this Policy remains relevant for this group. 	Good

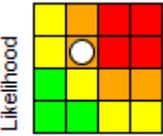
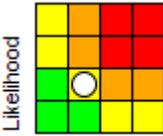
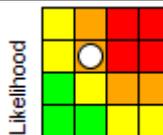
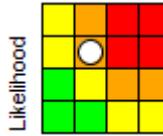
Appendix 1 (a)

	<ul style="list-style-type: none"> • Housing service may result in increased demand for services, as above, nominated UC lead officer to coordinate housing advice requirements 	
Claimant support	<ul style="list-style-type: none"> • Publicity for claimant engagement on-going via the website as further easements to UC delivery are announced.. • From April 2019 the Chichester and Arun Citizens Advice Bureau (CAB) are responsible for Assisting Digital Support (ADS) and Personal Budgeting Support (PBS). The Revenues Management Team maintain a link with CAB as stakeholders to ensure that this arrangement is providing the support that it was intended to deliver. Whilst CDC is no longer responsible for ADS it still provides public access PC's in the Contact Centre to allow customers to self-serve. 	Good
Revenues and Benefits staff awareness and training	<ul style="list-style-type: none"> • DWP training for staff and members completed. This will be expanded to other key CDC staff i.e. community responders and maintained via liaison meetings arranged by the Department of Work and Pensions. • Revenues staff updated with any changes as they occur and trained accordingly. Any issues on individual cases escalated via the DWP liaison officer. Feedback from this disseminated to staff as appropriate. 	Good
Latest Position Statement		
13 Sep 2019	<p>A report on the impact of Universal Credit has been heard at the Council's Overview and Scrutiny Committee on 10 September 2019 with the recommendation agreed to monitor the impacts further with a further update being provided.</p> <p>A quarterly meeting takes place with the Job Centre Plus, Communities teams and Benefits to review residents affected by Welfare Reform ensuring that all officers dealing with residents affected by Universal Credit are being given appropriate advice and signposting.</p> <p>A liaison meeting is next scheduled for November 2019 with the Department for Works and Pensions where Universal Credit claims will be discussed for CDC. All staff are reminded to ensure that Discretionary Housing Payments are being offered to residents who are likely to be eligible to support them transitioning to Universal Credit.</p>	

CRR 165		Brexit		Management	Control Pending
				Corporate Links	
The risks of Brexit and in particular of a "no deal" Brexit scenario and its impact on the council, its services and communities. SLT Risk Owner: John Ward Responsible Officer: Joe Mildred					
Original and Target Risk Assessment					
Original Risk Date	07-Sep-2018			Target Risk Date	31-Oct-2019
Original Risk Score	6			Target Risk Score	4
Current and Previous Quarter Risk Assessment					
Current Assessment Previous Quarter Assessment	13-Sep-2019			6	
	25-Jun-2019			6	
Internal Controls					Current Status
Impact Assessment	<p>Whilst the total impact of a no deal Brexit is still not fully understood, the government has started increasing its preparations and funding made available for the event of the scenario. There is potential for disruption to many established procedures and practices that enable everyday life in the UK. Whilst in the longer term new procedures and processes will be established, in the event of a no deal scenario the short term may cause several problems for businesses and the community. These may include areas such of a shortage of supplies, transportation difficulties, an impact on the labour force, a downturn in the economy and a potential run on the pound amongst others.</p> <p>Whilst the council is likely to still be able to perform most of its key functions effectively the impact on the local community and businesses will require the council to react to provide support accordingly. There could also be some additional duties and requirements given to the council by government to help issues such as border control.</p>				Improving

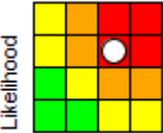
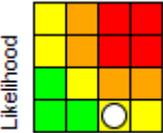
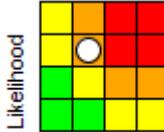
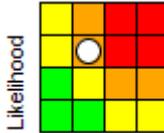
	There may be an impact on how well the council can carry out its duties through established legislation and frameworks which are currently aligned to EU legislation.	
Latest Position Statement		
13 Sep 2019	<p>Service managers have completed an initial impact assessment exercise to understand the possible impact on the authority directly as well as community impacts and an action plan has been compiled. Contingency plans are being developed by services to deal with short term disruption such as the potential for fuel shortages, disruption to supply chains etc.</p> <p>Developments continue to be monitored regularly by SLT, and plans will be adapted as more information becomes available.</p> <p>Whilst the original planned leaves dates have been extended and are likely to be extended further, the work that was completed by CDC in the lead up to 29 March has been updated with the latest guidance and information available. The situation will be continuously monitored and the action log will be updated as appropriate.</p>	

Appendix 1 (a)

CRR 170	Changing Use of the High Street in City and Rural Towns		Management	Control Pending	
			Corporate Links		
<p>Risk Description: Risk to the city and rural towns as a result of the changing use of the high street impacting their sustainability and vitality. Failure to adapt to the changing use of the high street by consumers and businesses, impacting the local economy, and the wider financial impact on the council as a result of reduced income streams from car parks, business rates etc.</p> <p>SLT Risk Owner: Jane Hotchkiss Responsible Officer: Tania Murphy</p>					
Original and Target Risk Assessment					
Original Risk Date	15-Mar-2019			Target Risk Date	31-Mar-2022
Original Risk Score	6			Target Risk Score	4
Current and Previous Quarter Risk Assessment					
Current Assessment Previous Quarter Assessment	12-Sep-2019			6	
	27-Jun-2019			6	
Internal Controls				Current Status	
Vision Projects	The Vision projects have a wider objective than just considering the change of use in the high street, but both short and medium actions plans will help to address the concerns.			Improving	
Southern Gateway Regeneration Project	The Southern Gateway Regeneration Project will have an impact on Chichester and the city centre. The objectives of the scheme are linked to the Vision for the city.			Improving	
Economic Development Support	Economic Development team support to local businesses and the Chichester Business Improvement District (BID) to aid the sustainability of Chichester City centre.			Good	

Latest Position Statement	
12 Sep 2019	<p>The authority recognises that the use of the high streets in our city and rural towns is changing – we are seeing an increase in closures of retail units and reducing numbers of transactions in our car parks as a result of factors such as increases in internet shopping, uncertainty over Brexit, rising running costs and an increase in flexible working.</p> <p>Whilst the Chichester Vision action plan does seek to restrict the impact of such pressures and also encourages a number of projects with partners, there are still a number of pressures which are outside of the control of the partners and the national picture reflects a changing scene. If the use of the high street reduces this directly impacts CDC through a reduction in parking income, potential increased pressures on services which provide support in the city and towns and a reduction in the positive impression of the area for visitors and residents which may affect inward investment.</p> <p>Working with partners we are continuing to support the High Street through the consideration of appropriate events for the city, promotion of the area and enhancing the public realm.</p> <p>The recent summer street party in the city centre encouraged an increased number of visitors to the city. The Chichester Vision Delivery Steering Group will shortly be considering options for further improvements to the public realm and the council has been active in setting up a project team to look at pavements and roads in the city following feedback from local resident and visitors. Work is underway with the rural towns (and more recently added East Wittering and Bracklesham) to support delivery of a Vision for the area which will assist with the drive to assist with the sustainability of the high streets. A Christmas campaign is also in the process of being developed to raise awareness of the city and town centres.</p> <p>Impact = 2, Likelihood = 3</p>

Management Controlled

CRR 01	Financial Resilience	Management	Controlled		
		Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.		
<p>Risk Description:</p> <ul style="list-style-type: none"> - 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. - Failure to maximise efficient use of resources and so unsuccessful redirection of resources and not achieving objectives and outcomes of the council including deficit reduction plans. - Failure to maximise income streams. - Unpredictable Government policy (e.g. Brexit and localisation of business rates.) <p>SLT Risk Owner: John Ward Responsible Officer: Helen Belenger</p>					
Original and Target Risk Assessment					
Original Risk Date	31-Jul-2012		Target Risk Date	31-Mar-2020	
Original Risk Score	9		Target Risk Score	3	
Current and Previous Quarter Risk Assessment					
Current Assessment Previous Quarter Assessment	12-Sep-2019		6		
	27-Jun-2019		6		
Internal Controls					Current Status

Appendix 1 (a)

Five Year Financial Model and Deficit Reduction Plan	<ol style="list-style-type: none"> 1. Monitor and update the 5 year financial model as required and review with CMT. 2. Assess against progress on Deficit Reduction Plan and savings targets. 3. Monitor income volatility in relation to use of New Homes Bonus (NHB) (Policy approved) and localisation of both Council Tax Reduction scheme (CTR) & business rates. 	Good
Income Streams	<ol style="list-style-type: none"> 1. Monitor income performance and review with SLT so remedial action can be taken. 2. Heads of Services and budget managers monitor income monthly from budget monitoring reports. 3. Service managers to assess fee setting for services in accordance with Fees & Charging Policy, and react when if income reductions occur. 4. Putting money in place to achieve better returns. 	Good
Reconciliation of Income	<ol style="list-style-type: none"> 1. Monthly reconciliations by services. 2. Non compliant services are identified by Internal Audit when service is reviewed as part of the Audit Plan. 3. Support given by Financial Services when setting up new income streams and reconciliation processes. 	Good
Control of Expenditure	<ol style="list-style-type: none"> 1. Approval limits and routes for additional funding are detailed in the Council's Constitution and Financial Regulations. 2. Quarterly monitoring of major variances by SLT. 	Good
Financial Strategy Principles	<ol style="list-style-type: none"> 1. All key decisions of the Council should relate back to the Corporate Plan. 2. Ensure the revenue and capital programme remain balanced and sustainable over a rolling 5 year period. 3. Over the next 5 years maintain a position of non-dependency on reserves. 4. In order 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 consequences, is approved. 5. Review costs in response to changes in service demand. 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. 7. Continue to review the Council's costs in order to find further savings. 8. Match Council Tax increases to a realistic and affordable base budget. 9. Budgets should be pooled with other service providers to achieve more effective and cost efficient outcomes for the community. 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 taking into account the financial settlement from Government. 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. 	Good

Appendix 1 (a)

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>	Good
Treasury Management	1. Generate better returns with the Treasury Management Strategy and the Investment Protocol and the Council's view of risk and increased diversity.	Good
Latest Position Statement		
13 Sep 2019	<p>For 2019-20 the Council has a balanced budget with an estimated £534k to go into the Investment Opportunities Reserve at the end of the financial year; should the situation change as a result of in year pressures this transfer can be amended as necessary. In year budget monitoring for Q2 is due to be undertaken shortly, however, there continues to be a reduction of some major income streams e.g. car parks and rental income, which may be partly offset by higher planning income for major developments ahead of the local plan review. The situation will continue to be monitored.</p> <p>Preparation for the 2020-21 budget has commenced taking into account any of the major variances from the 2018-19 out turn position which are anticipated to be ongoing. The situation regarding potential budget changes by West Sussex County Council or any other partner which has funding implications on the council and the provision of services will need to be considered as part of the budget cycle, for items such as recycling credits, housing related support, Integrated Prevention and Earliest Help (IPEH), and LAN.</p> <p>In the forward look for Government funding, as widely expected, the 2019 spending review was for one year only covering 2020-21; a multi-year spending review will be announced next year now. Authorities will only be able to increase the Band D council tax by 2% which is lower than the 2.99% for the last 2 financial years. It has not yet been confirmed whether the £5 maximum will be available for district councils. This will have an impact on the 5 year Financial Strategy Model considered by SLT/Cabinet in July 2019, as it was assumed that 3% was used for future years where the £5 was the lower of the assumed increases. The model identified that based on those assumptions and the potential impact of changes by the County, that there was a deficit of £1m that needed to be addressed in the medium term. Officers are currently working on the solutions to close that anticipated funding gap.</p> <p>There are a number of other uncertainties following the spending review outcome which include:</p> <ul style="list-style-type: none"> • Business Rates (BR) Pilots – only the "Devo" areas are expected to continue, so the council will assume that the current pilot it has in place for 2019-20 will cease. • New Homes Bonus (NHB) – it is assumed that there is no change in the current scheme, although there is the potential risk that authorities will receive legacy payments only in 2020-21. This has no impact on the revenue budget for the council as this funding is held for one off costs in accordance with Council Financial Principles. 	

• Rural Services Deliver Grant (RSDG) – As a BR pilot this source of was included within the additional 25% retention of BR. There was no mention that RSDG would continue in 2020-21 at the same overall finding level as 2019-20, so the Council would expect an allocation for 2020-21.

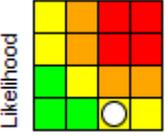
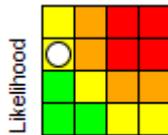
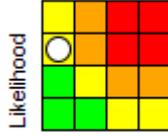
In relation to the reset of the business rates baseline, this has been delayed until 2021-22, which means that authorities with business rates growth retain this for a further year, which is helpful to the council. In 2021-22 the longer term reforms including business rates retention and fairer funding (Review of Relative Need and Resources) will be expected, however these plans may be impacted by the continued uncertainty with Brexit and the wider uncertainty on national politics.

In terms of major income streams:

Car parking service - Whilst parking income continues to be monitored on a monthly and quarterly basis, there have been changes to the use of car parks over recent time affected by changes in the use of cities and towns, with latest figures showing volume as being down but duration of stay having increased. Income budgets for 2019/20 have been amended as a result to attempt to reflect the latest pattern of use. Whilst the existing charges are frozen until 31 March 2020, a review of potential charges from 1st April 2020 is currently underway, with a report having been considered by the Parking Forum. A report on parking charges will be considered at Cabinet in November

Planning Income – In year monitoring for the 1st Quarter anticipates that the target will be exceeded by £366k mainly from major applications received, although this trend may not continue into future years.

Appendix 1 (a)

CRR 08	Skills / Capability / Capacity		Management	Controlled
			Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
Risk Description: 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.				
SLT Risk Owner: John Ward. Responsible Officer: Joe Mildred / Tim Radcliffe.				
Original and Target Risk Assessment				
Original Risk Date	31-Jul-2012		Target Risk Date	31-Mar-2020
Original Risk Score	3		Target Risk Score	2
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	13-Sep-2019		3	
	21-Jun-2019		3	
Internal Controls				Current Status
Workforce Development Plan	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Succession planning considered during appraisal process. 2. Completion of appraisals on time. 			Good

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	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.	Improving
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
Latest Position Statement		
13 Sep 2019	<p>Corporate Pay Review now completed and fully implemented as of April 2019. This focused on ensuring equal pay for work of equal value. Some additional resource was made available and used for the new reward structure and this was targeted towards the levels where recruitment difficulties have been apparent. All staff appeals also completed.</p> <p>Increased use of premia payments 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 (next April 2021) and a new procedure governing these is in the process of being agreed with the Staff Side / Unison.</p> <p>Workforce planning including Divisional Manager's (DM) training programme at University of Portsmouth completed. Successful recruitment of new Planning Policy and Revenues, Benefits & Customer Services DMs achieved.</p> <p>Apprenticeship Levy came into effect 1.4.17 and several staff now undertaking levy funded courses. Workforce development initiatives are live. Take up of Apprenticeship Levy courses remains of some concern although number of available courses has increased and has been further publicised to managers. The requirement to release staff for 20% of time to study and pre-course requirements can be a hindrance. HR monitors take-up of courses and spend of Levy, with a target (PI) of at least 75% spend. Good links developed with both Chichester College and University. An encouraging range of services have or are considering an apprentice for their team.</p>	

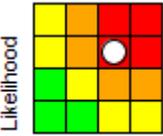
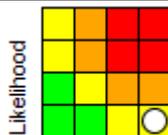
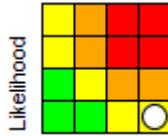
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CRR 09	Business Continuity		Management	Controlled
			Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
Risk Description: Failure to react to an incident that would adversely affect the delivery of services, including 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.				
SLT Risk Owner: Andrew Frost Responsible Officer: Ian Brightmore/Warren Townsend.				
Original and Target Risk Assessment				
Original Risk Date	31-Jul-2012		Target Risk Date	31-Mar-2020
Original Risk Score	9		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	11-Sep-2019		6	
	24-Jun-2019		6	
Internal Controls				Current Status
Robust BC Plans	<ol style="list-style-type: none"> 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 couple of 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 Direct). 			Good

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	<p>6. Non critical services also have plans for over 3 days business interruptions.</p> <p>7. Health checks take place of Plans in all service areas.</p> <p>8. Effective backup of data.</p>	
BC Management Strategy	<p>1. Annual BCM corporate meetings held.</p> <p>2. Key managers identified for BC plans.</p> <p>3. Articles for team briefs or management forum to embed BC planning into organisation.</p>	Good
Business Recovery Team	<p>1. Training and repeated messaging to embed BC cultural into organisation.</p> <p>2. Annual appraisals targets for Divisional Managers and relevant staff.</p>	Good
Latest Position Statement		
12 Sep 2019	<p>Whilst the internal controls are good for business continuity, the risk score is always likely to continue to remain the same because the impact is serious and the likelihood is possible rather than unlikely. The main reason for this is the continuing cyber-attack threats that the organisation continue to get. We have good mitigation against cyber-attacks; however there remains a risk.</p> <p>Physical controls against loss of IT or building/s are good and would be 'unlikely' and less of a risk.</p> <p>Off-site replication of IT software systems (hosted at our Chichester Contract Services Depot has been agreed by Council and works are underway to the building in order to accommodate the necessary equipment etc. These works have begun and the installation of the IT equipment that follows is due for completion by January 2020. Once this is installed and operational the Council's ability to recover from a business interruption that involves loss of IT will be considerably improved.</p> <p>The BIA (Business Impact Assessment) continues to be refreshed annually by SLT.</p> <p>The health of BC plans, the BIA and processes remains strong; a BC exercise was undertaken on 12th February 2019 and involved all of SLT and some members of CMT.</p> <p>SLT and CMT received refresher training on Business Continuity management on 4th July 19. The annual BIA refresh will take place in October 2019 and shortly after that (November – date to be set) the Council's insurer, Zurich Municipal, will be undertaking BC testing.</p>	

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CRR 68	Health and Safety		Management	Controlled	
			Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.	
Risk Description: Failure to adhere to H&S policies and procedures leading to death or serious injury of an employee or third party resulting in prosecution under H&S legislation, adverse publicity, fines and possible prison sentences. Such failures may also lead to civil claims for compensation					
SLT Risk Owner: Andrew Frost					
Responsible Officer: Ian Brightmore / Warren Townsend.					
Original and Target Risk Assessment					
Original Risk Date	03-Sep-2013			Target Risk Date	31-Mar-2020
Original Risk Score	9			Target Risk Score	4
Current and Previous Quarter Risk Assessment					
Current Assessment Previous Quarter Assessment	11-Sep-2019			4	
	24-Jun-2019			4	
Internal Controls				Current Status	
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 including: 1. Statement of intent. 2. Hierarchy for communication/organisation. 3. Roles and responsibilities. 4. H&S arrangements. 5. Policies, procedures and guidance for specific H&S issues e.g. control of contractors, COSHH assessments forms			Good	

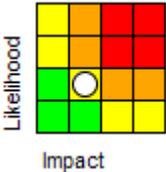
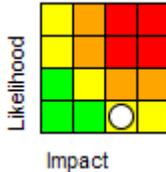
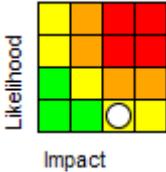
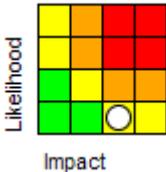
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	<p>etc.</p> <p>6. An extensive range of evidence compliance forms.</p> <p>7. Specific risk assessments for site visits undertaken for staff and member visits.</p> <p>8. Quarterly updates to Cabinet member for Corporate Services by the H&S Manager.</p>	
Training Programme & Competencies	<p>1. Specific training programmes for all aspects of H&S skills and competencies required with the Council's business.</p> <p>2. Staff names 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. Staff involved in legionella management or may be exposed to legionella risk are provided with training.</p>	Good
Quarterly service meetings for high risk service areas	<p>1. CCS - Quarterly insurance & H&S meetings with the Director of Residents' Services & the Contract Services Divisional Manager with the Financial Services Divisional Manager, insurance officer, H&S Corporate Manager & CCS Technical Supervisor. To assess accident trends and claims and agree any actions required to staff duties, policies and procedures.</p> <p>2. Culture & Place - Quarterly insurance & H&S meetings with Director of Growth & Place Services and the Divisional Service Managers for the museum, Westgate Leisure contract, and car park service, to discuss claims & accidents to identify any necessary changes to procedures/policies etc.</p> <p>3. All accidents, near misses and reports of ill health are investigated by the Corporate H&S 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 meet 3 times a year to discuss health and safety issues and matters of interest. CCS and car parks have local 'Safety Forums', meeting bi-monthly, that feed into this committee. The Safety Committee reports any issues of significance to the JECP.</p>	Good
Caution Alert Register (CAR)	<p>1. Specific procedures and decision tree guidance in place for staff and members to follow on staff 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. Violence & aggression response team available to support staff and members at EPH if an incident occurs.</p> <p>6. Two levels of Violence & Aggression (V&A) resolution training provided to relevant staff.</p>	Good
Emergency arrangements for Council Premises	<p>1. Evacuation procedures in place for EPH on staff intranet.</p> <p>2. Known competent staff with allocated roles & 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 & Action Plans for Service	<p>1. Programme of H&S audits of service areas, improvements and observations which are fed back to Service, H&S and management with any necessary improvement action plans. Progress with recommendations made are</p>	Good

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H&S Improvement	<p>reviewed after an agreed period.</p> <p>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.</p>	
Contract Management	<p>1. Every major contract should have an identified contract manager who is responsible for ensuring the delivery of the contract in accordance with specification.</p> <p>2. The contractor manager must ensure that their contractor adheres to H&S legislation in carrying out the specification and has a monitoring system in place which is also including performance reporting to the council's contract manager.</p> <p>3. Upon request the H&S 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.</p> <p>4. Members are involved in major decisions on procurement matters.</p>	Good
Fire Safety of all Council Owned Premises	<ul style="list-style-type: none"> • Fire Risk Management Group – Quarterly meetings, with the Directors of Corporate Services, Housing & Communities, and Growth & Place Services plus other key officers are held to develop and monitor action plans following the Grenfell tragedy and subsequent fire risk assessment reviews. • Activity-based Fire Risk Assessments of all premises are undertaken on a 2-yearly programme. Following the Grenfell fire, a qualified fire safety engineer was employed to carry out structural fire risk assessments to check the horizontal and vertical fire compartmentation. A number of remedial works were identified, risk rated and completed following the assessments. A small number of outstanding works remain but these are programmed to take place as part of larger-scale improvement projects to properties by the Building Services team. 	Improving
Latest Position Statement		
12 Sep 2019	<p>The consequences of a serious accident or incident at work have the potential to be 'major', i.e. death of a member of staff, contractor or member of the public. Therefore the severity in the risk score is always going to be high.</p> <p>However, the Council operates an effective 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.</p> <p>H&S compliance of CDC's biggest service contractor, Everyone Active, is monitored through a programme of audits carried out by the Corp. H&S team on an annual basis.</p>	

Appendix 1 (a)

CRR 145	Data Protection Act Breach - Loss of Data		Management	Controlled
			Corporate Links	
Failure to keep all personal data secure leading to a breach of the General Data Protection Regulations (GDPR) and Data Protection Act, resulting in fines and reputational risk.				
SLT Risk Owner: John Ward Responsible Officer: Nick Bennett				
Original and Target Risk Assessment				
Original Risk Date	16-Mar-2017		Target Risk Date	31-Mar-2020
Original Risk Score	4		Target Risk Score	3
				
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	12-Sep-2019			3
	11-Jun-2019			3
Internal Controls				Current Status
Data protection Officer	Divisional Manager of Democratic Services is the designated Data Protection Officer providing advice to officers, advising on safe sharing of data between agencies, overseeing data subject access requests and liaison with Information Commissioners Office in the event of customer complaint or security breach.			Good
Protocols and Policy in place	Data Protection Policy is in place to provide advice and guidance for staff and customers. Internal protocols and processes are in place to manage/limit risk of data loss. Updating processes to comply with new guidance under GDPR is underway.			Good
Staff Training	Data Protection training is provided to all new staff and Members. Staff online training is available to allow staff to			Good

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	refresh their knowledge. Specific GDPR module for all staff is in place, manager training day has been held.	
Data backed up	All electronic data is backed up daily and securely stored off-site.	Good
Secure devices	All staff laptops are encrypted to secure data. All mobile phones are provided with secure application to protect data. Dual authentication in place for remote access to data.	Good
PSN Compliance	The authority is taking steps to meet new certification requirements in accordance with the updated requirements of the Public Services Network requirements for provision of a secure network.	Good
Safe transfer of personal data	Personal and sensitive data shared with other government agencies is transferred via GCSX secure email accounts. A review of processing has been completed as part of GDPR approach.	Good
Safe destruction of confidential documents	All hard copies of confidential papers are shredded prior to disposal.	Good
Latest Position Statement		
12 Sep 2019	No breaches have been reported in the last quarter. Data Breach management now considered to be "business as usual" activity in all departments with management and key officers having clear understanding of the Data Breach Reporting form and mechanism. Training of officers in departments which had had breaches or near misses appears to have impacted positively and team visits to Housing and Council Tax departments in particular have demonstrated local competence to the Data Protection Officer.	