

## Corporate Risk Register - Strategic Risks Quarterly Update

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Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Internal Control Status	
Good	All controls are in place and working effectively
In Progress	Controls in place yet to be fully effective or additional controls yet to be implemented.
Poor	No controls or controls inadequate/ineffective


### 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 147	Southern Gateway Regeneration	Jane Hotchkiss	9	12	<b>12</b>	4	31-Mar-2023	In progress
	CRR 148	Local Plan	Andrew Frost	9	8	<b>12</b>	3	31-Mar-2023	In progress
	CRR 170	Changing Use of the High Street in City and Rural Towns	Jane Hotchkiss	6	9	<b>4</b>	4	31-Mar-2023	In progress
	CRR 188	Climate Emergency Detailed Action Plan	Andrew Frost	8	6	<b>8</b>	2	31-Mar-2025	In progress
	CRR 189	Crouchlands Lagoon 3	Andrew Frost	6	6	<b>6</b>	1	31-Mar-2023	Good




### 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	9	<b>9</b>	3	31-Mar-2027	Good
	CRR 08	Skills / Capability / Capacity	John Ward	3	9	<b>9</b>	2	31-Mar-2022	Good
	CRR 09	Business Continuity	Andrew Frost	9	6	<b>6</b>	4	31-Mar-2023	Good
	CRR 68	Health and Safety	Andrew Frost	9	4	<b>4</b>	4	31-Mar-2023	Good
	CRR 97	Cyber Risk Attack Across ICT Estate	John Ward	6	9	<b>9</b>	4	31-Mar-2023	Good

## Appendix 2 (a)

Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 185	Housing - Increase in Homelessness Service Demand due to Increased Cost of Living and Ukraine Sponsorship Programme Impact	Louise Rudziak	9	6	<b>9</b>	4	31-Mar-2023	Good

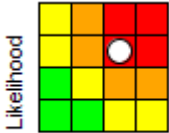

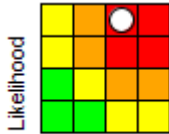
**Management** Control Pending

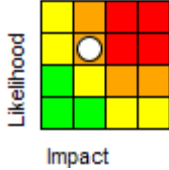
<b>CRR 147</b>	<b>Southern Gateway Regeneration</b>	<b>Management</b>	Control Pending	
		<b>Corporate Links</b>		
<p>Failure to deliver the outcomes of the project leading to reputational damage and financial exposure to CDC as lead partner, and potential repayment of the Local Enterprise Partnership (LEP).                  Lack of engagement from WSCC leading to CDC being isolated and unable to deliver outcomes.                  Masterplan becomes commercially unviable due to market sectors' changes due to impact of the Covid pandemic.</p> <p><b>SLT Risk Owner:</b> Jane Hotchkiss  <b>Responsible Officer:</b> Victoria McKay</p>				
<b>Original and Target Risk Assessment</b>				
<b>Original Risk Date</b>	23-Feb-2018		<b>Target Risk Date</b>	31-Mar-2023
<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>	13-May-2022		12	
	24-Dec-2021		12	
<b>Internal Controls</b>				<b>Current Status</b>
Partner Organisation Engagement	1. Law Courts - Courts closed on 21 December 2018. HE confirmed in July 2020 that they were no longer acquiring the Courts. 16 February 2021 MOJ announced publicly that the courts would be used as Nightingale courts due to Covid-19. 2. WSCC on-going discussions between County Council and School. WSCC have signed the Collaboration			In progress

## Appendix 2 (a)

	<p>Agreement with CDC.</p> <p>3. Sussex Police are marketing their site directly.</p>	
Strategic Land Owner Engagement	<p>1. Collaboration Agreement signed between CDC and WSCC.</p> <p>2. Growth Deal approved.</p> <p>3. Relocation of Stage coach - site identified for Stage coach and purchase completed. Stage Coach have agreed to draft HoT's. Delay in communications due to COVID 19. Operational issues relating to the number and siting of bus stops still being worked through.</p> <p>4. Relocation of Royal Mail - site locations have been sent to Royal Mail for consideration. No site relocation agreed.</p>	In progress
Financial Controls & Budget Monitoring	<p>1. Identifying potential abnormal costs as possible by undertaking key studies in advance e.g. flooding, contamination and drainage.</p> <p>2. Relocation funding from key partners. LEP have confirmed an extension to the timeframe for the funding agreement until March 2027 to deliver the outputs.</p> <p>3. CIL funding has been confirmed for public realm, highway infrastructure and health facilities.</p>	In progress
Management of External Consultants	<p>1. Contract for consultants employed to ensure delivery of service.</p> <p>2. Availability of consultancy advice - Use tried and tested framework agreements to source expertise; test knowledge via tendering process.</p>	Good
Masterplan	<p>1. Demand in market sector changes - Regular updating of viability advice for the Masterplan as the project implementation proceeds. Impact of COVID 19 continues to be assessed.</p> <p>2. Community or Public Realm Uses for site - re-appraisal of the scheme as it progresses.</p> <p>3. Selected developer will undertake consultation with the community and key stakeholders.</p>	In progress
Compulsory Purchase Order (CPO)	<p>1. Use of CPO if required for land acquisitions for Masterplan assembly, where unable to agree terms to complete acquisitions.</p> <p>2. Use of consultancy support to ensure CPO grounds well founded, including independent valuations.</p>	In progress
<b>Latest Position Statement</b>		
16 May 2022	<p>Rising Inflation will start to have an impact on the project.</p> <p>C2C have agreed an extension to the funding agreement until March 2025 and the outputs to be delivered by March 2027.</p> <p>WSCC have completed the demolition of the school building.</p> <p>Stagecoach -- Design for the relocation suite have been produced and have been submitted for a pre app. The traffic consultant has designed the re-provision of the bus stops and Stagecoach have agreed to the sites. Traffic safety audits and modelling are being undertaken.</p> <p>Police site - The Police are marketing the site directly.</p>	

	Court Site – The site is currently not available for acquisition; this has had a significant impact on the phasing and viability of the project.
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<b>CRR 148</b>	<b>Local Plan</b>	<b>Management</b>	Control Pending		
		<b>Corporate Links</b>			
<p>Failure to complete Local Plan Review and submit the Local Plan in accordance with the timetable set out in the Council's Local Development Scheme (LDS). This would mean that the Council would face continued challenge that it does not have an up to date Local Plan and the impact would be:</p> <ul style="list-style-type: none"> <li>• 5 year housing land supply (HLS) would continue to be assessed against a figure derived from the Government's standard methodology for assessing housing need the objectively assessed need (OAN) for housing rather than the housing requirement figure in the adopted Local Plan, making it harder to demonstrate a 5 year HLS.</li> <li>• Without a 5 year HLS the presumption in favour of sustainable development would apply, assessed against the policies in the National Planning Policy Framework (ref: para. 11).</li> <li>• Both 1. &amp; 2. would result in an extension to the period of time in which the Council had to rely upon the <i>Interim Policy Statement for Housing Development to guide</i> the location and form of housing development with decisions being made through the planning application and appeal process, rather than in accordance with the development plan as it would be considered to be out of date.</li> <li>• 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.</li> <li>• The potential for government intervention to take plan-making decisions out of the control of the Council.</li> <li>• Damage to the reputation of the Council for further delays in producing a Local Plan in line with its statutory duties as Local Planning Authority.</li> </ul> <p><b>SLT Risk Owner:</b> Andrew Frost  <b>Responsible Officer:</b> Tony Whitty</p>					
<b>Original and Target Risk Assessment</b>					
<b>Original Risk Date</b>	07-Mar-2018		<b>Target Risk Date</b>	31-Mar-2023	
<b>Original Risk Score</b>	9		<b>Target Risk Score</b>	3	
<b>Current and Previous Quarter Risk Assessment</b>					
<b>Current Assessment</b>					
<b>Previous Quarter Assessment</b>	07-Jun-2022			12	

	28-Feb-2022		8
Internal Controls			Current Status
Agreed Timetable for Plan Production	<ol style="list-style-type: none"> <li>1. Revised statutory timetable for Plan production (the Local Development Scheme) agreed by Cabinet and Council in March 2021.</li> <li>2. Detailed project plan for evidence base and plan production prepared.</li> </ol>		Good
Sufficient Staff Resources to achieve timetable	<ol style="list-style-type: none"> <li>1. Additional posts created in team.</li> <li>2. Recruitment incentive payment and premia payments agreed to recruit and retain staff.</li> <li>3. Revised team structure agreed by SLT.</li> <li>4. Recruiting new Planning Policy Manager post to provide additional resource. Postholder started end of March 2021.</li> <li>5. In June 2021 Cabinet agreed to secure new neighbourhood planning officer to support timely response to neighbourhood plans and reduce the impact upon the Local Plan project.</li> </ol>		Good
Ensure evidence base provided to meet timetable	<ol style="list-style-type: none"> <li>1. Detailed project plan prepared for evidence base. Whilst a revised project plan has been produced, the timetable is reliant on external parties to meet deadlines. Experience to date is that infrastructure providers' responses to requests for information are slow and incomplete. Issue has been taken up with key parties (e.g. Southern Water).</li> </ol>		In progress
Member agreement to contents of plan	<ol style="list-style-type: none"> <li>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. Briefings given by Planning Advisory Service on key Plan issues. Still significant risk Members will not agree Plan.</li> </ol>		In progress
Public Consultation	<ol style="list-style-type: none"> <li>1. Public consultation to ensure that the views of the community are taken into account in the plan-making process.</li> <li>2. Initial public consultation has taken place on issues and options.</li> <li>3. Public consultation on the Local Plan Review: Preferred Approach has been completed.</li> <li>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 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.</li> </ol>		In progress
Latest Position Statement			
7 Jun 2022	<p>Following an all member session on a revised distribution of development in January 2022 work has continued on the Plan, particularly modelling the impact of 535 dwellings per annum on the A27 and local road network. This modelling is now the subject of review and negotiation with National Highways and WSCC regarding agreeing an approach to development and transport infrastructure.</p>		





The issue of water neutrality has arisen across north West Sussex which has the potential to limit development and prevent a development strategy being finalised. In combination with neighbouring authorities, the Council has commissioned work to assess the impact of development on water abstraction at relevant protected sites, and this work is now at a stage of investigating potential mitigation solutions to that identified impact. This work cannot be completed until September 2022, and is reliant on being able to successfully complete the necessary Habitat Regulations Assessment before submission of the Local Plan (Regulation 19). It is therefore now inevitable that Council approval of the plan for Regulation 19 consultation will not be before summer 2022, at odds with the timetable set out in the LDS.

Good progress has been made in filling key roles within the team. Permanent replacements for the previous team leader and principal planning officer vacancies are now in post and temporary maternity cover for a principal planning officer post and senior neighbourhood planning officer post are continuing. Members have been advised that there will need to be a revision to the Local Plan timetable when uncertainties around a number of issues are clearer but there is no need at present to formally revise the Local Development Scheme. Nonetheless the current timetable will not be met and therefore the likelihood score should remain at 4.

A number of recent appeal decisions have raised questions as to the robustness of the Councils previously established 5 year housing land supply, whilst the Council is currently maintaining it has a 5 year housing land supply at present it is marginal. The impact should therefore be increased to 3.

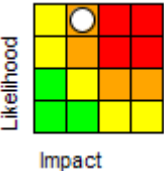
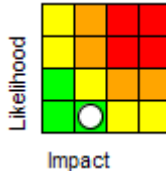
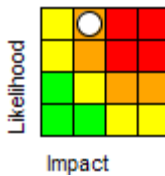
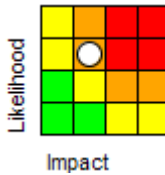


## Appendix 2 (a)

<b>CRR 170</b>	<b>Changing Use of the High Street in City and Rural Towns</b>	<b>Management</b>	Control Pending
		<b>Corporate Links</b>	
<p><b>Risk Description:</b> 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><b>SLT Risk Owner:</b> Jane Hotchkiss  <b>Responsible Officer:</b> Tania Murphy</p>			
<b>Original and Target Risk Assessment</b>			
<b>Original Risk Date</b>	15-Mar-2019		<b>Target Risk Date</b>
<b>Original Risk Score</b>	6		<b>Target Risk Score</b>
			31-Mar-2022
			4
			
<b>Current and Previous Quarter Risk Assessment</b>			
<b>Current Assessment Previous Quarter Assessment</b>	20-May-2022		4
	14-Jan-2022		9
<b>Internal Controls</b>			<b>Current Status</b>
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.		In progress
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. Due to the impact of Covid 19 on the markets and the recent review of the Retail Strategy for the local plan refresh, the demand for additional retail space over the plan period has significantly reduced . The recent decision by HMCTS to operate the Chichester Courts as Nightingale Courts		In progress

## Appendix 2 (a)





	has also had an impact on the phasing of the Southern Gateway project and options around alternative phasing and delivery are being reviewed.	
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
<b>Latest Position Statement</b>		
23 May 2022	<p>The authority recognises that the use of the high streets in our city and rural towns is changing – there has been an increase in closures of retail units over the past year and reducing numbers of transactions in our car parks as a result of factors such as increases in internet shopping, rising running costs and an increase in flexible working.</p> <p>Work is underway with the rural towns and the city to support delivery of projects a Vision for high streets the areas which will assist with the sustainability of the high streets. Whilst the vision action plans do seek to restrict the impact of pressures on the high street and also encourage 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 continued 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>The Council led a number of initiatives through the EU funded Reopening High Streets Safely Fund and then subsequent Welcome Back Fund which were intended to assist with the recovery of the high streets.</p> <p>A number of new businesses are being introduced to the city centre. It is anticipated that these will increase the level of footfall within the city going forward. The Chichester Vision Action plan has been reviewed to ensure that it reflects the very latest issues within the city and assist with the recovery post pandemic. Whilst CDC will continue to consider what actions can be taken, this risk is largely out of CDC's control given consumer demands, business rates and rents which are all elements that we do not have control over.</p> <p>SRG to review status of risk on strategic risk register at their next meeting.</p>	

<b>CRR 188</b>	<b>Climate Emergency Detailed Action Plan</b>	<b>Management</b>	Control Pending		
		<b>Corporate Links</b>			
<p>The risks for not delivering the Climate Emergency Declaration made by Council in January 2020 to be carbon neutral by 2040 are primarily reputational, although there are some operational risks as outlined below. As yet there is no legal duty on the Council to achieve carbon neutrality. To achieve the carbon neutrality target, the Council approved the initial 5 year 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. The operational risk potentially arise from insufficient staff resources to deal with the additional work arising from public questions and enquiries regarding the projects in the action plan by interested local groups who are closely monitoring the Council's performance and who perceive the Council to be failing.</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		<b>Target Risk Date</b>	31-Mar-2023	
<b>Original Risk Score</b>	8		<b>Target Risk Score</b>	2	
<b>Current and Previous Quarter Risk Assessment</b>					
<b>Current Assessment Previous Quarter Assessment</b>	17-May-2022		8		
	12-Jan-2022		6		
<b>Internal Controls</b>					<b>Current Status</b>
SMART Measures	1. Project specific targets to be developed. 2. Monitoring progress against targets agreed.				In progress
Council Assets - Feasibility Studies &	1. Council assets to be assessed by an external consultant to develop actions and targets to meet the Climate Action Plan objectives.				In progress

## Appendix 2 (a)

Internal Targets	2. Westgate Decarbonisation project.	
Fleet Review	1. Review of Council fleet and fuel used. 2. Evidence required from test acquisitions for alternative fuel usage e.g. electric vehicles etc.	In progress
External Targets	1. Review communications and engagement and deliver a communication and engagement plan. 2. Delivery of DEFRA Trees Project. 3. Delivery of Strategic Wildlife Project.	In progress
<b>Latest Position Statement</b>		
23 May 2022	<p>The Council approved the Climate Emergency Detailed Action Plan in January 2021. The plan contained a requirement to report quarterly to the Environment Panel and annually to Full Council on the progress of the plan. Quarterly updates to Environment Panel have occurred though 2021 and the 1st update to Full Council is 25 January 2022.</p> <p><b>District wide target</b></p> <p>Grant has enabled the Trees Outside Woodlands Project to distribute 8,000 free trees to be planted in Chichester District, 400 trees planted across CDC parks and green space and a mini urban forest. Community Infrastructure Levy has funded the Strategic Wildlife Corridors Project with feasibility work to enable ecological enhancements at sites within the corridors to make them more resilient to change. There is an on-going programme of grant aided home retrofits. CDC has participated in the 2nd year of Solar Together PV panel bulk buy scheme. Of the 174 identified installations, 39 have not been completed due to contract issues between WSCC and Ichooser and the increase in price of components. CDC continues to work with WSCC and other West Sussex councils on a behaviour change campaign and PR material is on-going to provide Climate Change information to the community. Twice yearly partner meetings are held, and public meetings are attended on an ad-hoc basis. Local events are being held to promote sustainability issues.</p> <p><b>Council wide target</b></p> <p>Decarbonisation work from the £1,354,000 grant has commenced at Westgate Leisure Centre Decarbonisation feasibility studies were completed for East Pallant House, Bourne and Grange Leisure Centres, the Novium museum, Westhampnett depot and key CDC car parks. Outputs from the studies are being considered and recommendations will be brought forward in quarter 2. 2 EV cars have been procured for the staff Green Travel Plan. 2 EV refuse vehicles are being procured as a EV pilot.</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> <li>- Global inflationary pressures.</li> </ul> <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	Likelihood Impact	<b>Target Risk Score</b>	3	Likelihood Impact
<b>Current and Previous Quarter Risk Assessment</b>					
<b>Current Assessment Previous Quarter Assessment</b>	31-May-2022			9	
	31-Mar-2022			9	

## Appendix 2 (a)

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> </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 if income reductions occur.</li> <li>4. Putting money in place to achieve better returns.</li> <li>5. Monthly Government monitoring returns of income streams due to COVID 19 impact, aids identification of short &amp; medium term trends.</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. Due to COVID 19, vacancy freeze, essential spending only whilst budget for 2020-21 and medium term forecasts re-evaluated along with increased Government support (short term).</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. 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.</li> <li>5. Review costs in response to changes in service demand.</li> <li>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.</li> <li>7. Continue to review the Council's costs in order to find further savings.</li> <li>8. Match Council Tax increases to a realistic and affordable base budget.</li> <li>9. Budgets should be pooled with other service providers to achieve more effective and cost efficient outcomes for the community.</li> <li>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</li> </ol>	Good


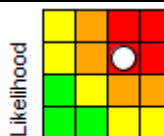
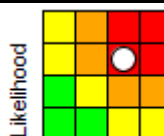
## Appendix 2 (a)

	<p>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.</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>	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>		
25 May 2022	<p>The outturn for 2021-22 is currently being completed for the Council's statutory financial accounts, which is anticipated to show an underspend, rather than using £2.099m from general reserves as originally forecast to balance the revenue budget.</p> <p>In the current year some income streams continue to be affected by the behavioural change due to the pandemic, and its impact on discretionary spend areas e.g. car parking season tickets. The car parking income position has begun to improve, and the gap between the level of income that we were seeing in 2019 and the current time is now shrinking. It is expected, however, that with the increased number of employees working from home and increased online shopping that footfall levels will not likely return to 2019 levels. Several projects are underway to assist with improving footfall and parking income continues to be monitored monthly.</p> <p>The biggest risk at this time is inflationary pressures being felt or likely to impact the revenue budget both in the short term and the medium term; these include fuel and utility costs and in the future pay demands. Only 2% was built into the 2022-23 budget for pay and 4% for general inflation, but a recent update of the Council's 5 year financial model for strategy planning indicates that there may be a shortfall of £1 to £1.5m that needs to be considered in the medium term, due to estimated inflationary pressures expected to be higher now. The Council has the Future services Framework which is flexible to adapt to the financial pressures being faced for members to make informed decisions about any changes about service delivery and their priorities to achieve the legal requirement for a balanced budget.</p> <p>The continued delay for the Government's funding is now expected in 2024-25, with some adjustments to the Retained Business Rates Scheme affecting 2023-24. This makes any strategic financial planning very difficult and challenging due to the uncertainty this creates. The 2022-23 revenue budget was balanced with the estimated use of £808k from the general fund reserves, however, due to the expected in year inflationary pressures this is likely to increase to a further £1m being required. Further long term investments of £7m will be placed in external funds later this year to help offset some of the costs expected, after officers undertake assessments and due diligence with our</p>	

	<p>treasury advisors.</p> <p>Based on the Council's approved capital programme this remains affordable and fully funded without the need to borrow, and reserves are adequate.</p>
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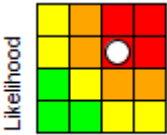





## Appendix 2 (a)

<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	Likelihood  Impact	<b>Target Risk Date</b>	31-Mar-2022
<b>Original Risk Score</b>	3		<b>Target Risk Score</b>	2
<b>Current and Previous Quarter Risk Assessment</b>				
<b>Current Assessment Previous Quarter Assessment</b>	24-May-2022	Likelihood  Impact	9	
	31-Mar-2022	Likelihood  Impact	9	
<b>Internal Controls</b>				<b>Current Status</b>
Workforce Development Plan	<ol style="list-style-type: none"> <li>1. Ensure commissioning and objectives remain relevant and up to date.</li> <li>2. Review personnel literature, marketing CDC as an employer at recruitment fairs.</li> <li>3. CDC salaries - benchmarking exercise to be undertaken and monitored.</li> <li>4. New apprenticeship Levy.</li> </ol>			Good

## Appendix 2 (a)




Appraisal Process	<ol style="list-style-type: none"> <li>1. Succession planning considered during appraisal process.</li> <li>2. Completion of appraisals on time.</li> <li>3. Strategic training needs identified.</li> </ol>	Good
Training Plan and Budget	<ol style="list-style-type: none"> <li>1. Use First Line Managers course to develop new managers.</li> <li>2. Use management apprenticeship or diploma programmes to develop CDC managers.</li> <li>3. Specific training programme for new Directors and Divisional Managers.</li> </ol>	Good
Recruitment Benefits	<ol style="list-style-type: none"> <li>1. Use of benefits packages to aid recruitment: relocation package widely used, exceptionally assisted house purchase scheme.</li> <li>2. Guidance to be issued for how to use recruitment benefits.</li> </ol>	Good
Staff Satisfaction Survey	<ol style="list-style-type: none"> <li>1. Staff survey to be undertaken every two years, and action plans progressed.</li> </ol>	In progress
Strategic Leadership Team & Divisional Managers	<ol style="list-style-type: none"> <li>1. Specific training programme to newly appointed Divisional Managers to address core competencies, hosted by Portsmouth University.</li> </ol>	Good
Measuring Staff Turnover by Significant Groups	<ol style="list-style-type: none"> <li>1. SLT to review turnover statistics and the reasons quarterly.</li> </ol>	Good
<b>Latest Position Statement</b>		
24 May 2022	<p>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 (previous review undertaken and effective from April 21), which is in line with the new procedure governing these as agreed with the Staff Side / Unison. However there are still 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; this will 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.</p>	

<b>CRR 09</b>	<b>Business Continuity</b>	<b>Management</b>	Controlled
		<b>Corporate Links</b>	Corporate Plan Priority - Use Resources Effectively and Efficiently.
<p><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 the inability to service the community and reputational damage.</p> <p><b>SLT Risk Owner:</b> Andrew Frost <b>Responsible Officer:</b> Alison Stevens/Warren Townsend.</p>			
<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-2023
			
			4
<b>Current and Previous Quarter Risk Assessment</b>			
<b>Current Assessment</b>	17-May-2022		6
	<b>Previous Quarter Assessment</b>	10-Jan-2022	
<b>Internal Controls</b>			<b>Current Status</b>
Robust BC Plans	<ol style="list-style-type: none"> <li>1. The Business Impact Assessment (B.I.A) is refreshed annually with SLT.</li> <li>2. Critical services have Business Continuity (BC) plans covering the first 3 days of a business interruption.</li> <li>3. The BC plans are tested every couple of years.</li> <li>4. Retraining takes place where necessary, to embed BC into culture of the council.</li> <li>5. BC plans and associated documents are stored on the council's x drive and off-site on external site (Resilience</li> </ol>		Good

## Appendix 2 (a)

	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.	
BC Management Strategy	1. Annual BCM corporate meetings held. 2. Key managers identified for BC plans. 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>		
23 May 2022	<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 is more likely to be 'probable' than 'possible' due to the ongoing pandemic. We are currently in a reasonable position in terms of Covid cases within the authority. However, it is uncertain if the removal of restrictions (particularly foreign travel) will impact the situation in the UK. Due to managing the impact well, by the measures we have in place, it is considered moderate rather than substantial. The risk of a concurrent event, e.g. a cyber-attack is again probable. This is because CDC, like many large organisations, continually fights against potential 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 loss of IT or building/s are good and would be 'unlikely' and therefore less of a risk.</p> <p>There are new emerging risks associated with protest activity. The 'Just Stop Oil' protests continue to pose a small risk to the supply of fuel – they began with protests at oil depots and have started moving to fuel-filling stations. CCS maintains its own supply of fuel, but this could potentially be impacted if the fuel supply were to stop for a prolonged period of time.</p> <p><u>Update on the off-site IT back-up facility at the CCS depot:-</u> Our IT team are now in the final stages of testing. Initial full testing commenced over the winter and culminated in a full test in early May. In terms of project outcomes, this proved to be a resounding success, with a number of critical project deliverables signed off. Some further fine tuning of the site and capability will be undertaken over the summer of 2022, with a full Post Project Evaluation report going before Cabinet in September.</p> <p>The BIA (Business Impact Assessment) continues to be refreshed annually by SLT – the last review took place on 21 December 2021. BC plans continue to be refreshed on a 6-monthly basis, April 2022 refresh is almost complete.</p>	

## Appendix 2 (a)

<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>
<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>	17-May-2022		4
	10-Jan-2022		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: 1. Statement of intent. 2. Hierarchy for communication/organisation. 3. Roles and responsibilities. 4. H&S arrangements - these are the policies, procedures and guidance for specific H&S issues e.g., control of		Good

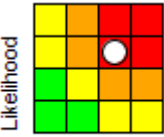
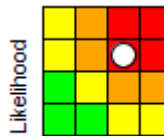
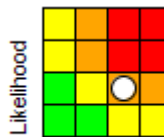
## Appendix 2 (a)

	<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. Pentana 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. Culture &amp; Place - Quarterly insurance &amp; H&amp;S meetings with Director of Growth &amp; Place Services and the Divisional Service Managers for the museum, Westgate Leisure contract, and car park service, to discuss claims &amp; 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 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 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).</p>	Good
Caution Alert Register (CAR)	<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. Violence &amp; aggression 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>	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 & Action Plans for Service	<p>1. Programme of H&amp;S audits of service areas, improvements and observations which are fed back to Service, H&amp;S and management with any necessary improvement action plans. Progress with recommendations made are</p>	Good

## Appendix 2 (a)

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&amp;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 contract manager must ensure that their contractor adheres to H&amp;S legislation in carrying out the specification and has a monitoring system in place which includes performance reporting to the council's contract manager.</p> <p>3. Upon request the Safety &amp; 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&amp;S concerns.</p> <p>4. Members are involved in major decisions on procurement matters.</p>	Good
Health & Safety Corporate Compliance Group	<ul style="list-style-type: none"> <li>The group as set up early 2022 and meets quarterly to check compliance with statutory and locally set requirements across all directorates.</li> </ul>	Good
Fire Safety Management	<p>1. Activity based Fire Risk Assessments of all CDC managed premises are undertaken on a 2-yearly programme.</p>	Good
Safety watch	<p>1. The Safety &amp; 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 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.</p>	Good
<b>Latest Position Statement</b>		
23 May 2022	<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 of impact in the risk score is always going to be high. However, the Council operates an effective H&amp;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&amp;S compliance of CDC's biggest service contractor, Everyone Active, is monitored through a programme of audits carried out by the Safety &amp; Resilience team on an annual basis.</p> <p>Post dealing with the Covid pandemic, the Safety &amp; Resilience team have returned to their business as usual programmes for training, Safetywatch, audits and inspections, etc.</p>	

## Appendix 2 (a)

<b>CRR 185</b>	<b>Housing - 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-2023
<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>	7-Jun-2022		9	
	13-Jan-2022		6	
<b>Internal Controls</b>				<b>Current Status</b>
County Level Task & Finish Group	Meeting scheduled for June with all councils in West Sussex to share best practice and identify ways to maximise homeless prevention and minimise temporary accommodation.			In progress
Adequate Staff Resources	The Housing staffing structure is now complete, and all posts filled. Homeless demand continues to be monitored on a monthly basis to inform and support successful service delivery.			Good
Prevention Work	Prevention work to identify potential evictions in advance with registered providers and private sector.			Good



## Appendix 2 (a)

Homelessness Accommodation - Freeland Close	Freeland Close development completed in March 2022 and now provides a further 17 units.	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.	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.	In progress
<b>Latest Position Statement</b>		
23 May 2022	Freeland Close opened in March 2022 and is now fully occupied. A review of the Home finder scheme and private rented sector offer is taking place to ensure that we have access to properties through the private sector where these are needed. This includes a piece of work looking at situations where it is hard to house a customer. Yearly need is being investigated to help inform and identify what we need to do to ensure that we can access the properties required through the private rented sector where properties within the social sector aren't available. Additionally, our move on process at Westward House and Freeland Close is under review to ensure that we can sustain the throughput of customers that require our short-term assistance at Westward House and Freeland Close. Staff briefings are taking place during May and June 2022 to ensure all officers are up to speed on all financial assistance schemes available to their customers so that they can provide this support in their prevention and move on work.	