

**APPENDIX 3: CORPORATE RISK REGISTER SUMMARY**

**HIGH RISKS: QUARTERLY REVIEW UPDATE**

CRR Ref	Directorate or Service Area	Risk Area	Gross Risk Level (Risk is Likelihood x Impact)	Net Risk Level (Risk is Likelihood x Impact)	Last Review Date	Change in Net Risk Level	Risk Owner
CRR 1-B	Housing/ Finance	Balance of Housing Revenue Account	16 (4x4)	12 (3x4)	CMT Performance Board: 16 January 2024	→	Tony Baden/ Richard Tomkinson
CRR 2	All Directorates	Organisational capacity to deliver	16 (4x4)	12 (4x3)		→	Karl Roberts/ Philippa Dart
CRR 4.5	All Directorates	ICT- Planning, building control and Land Charges System supplier support	12 (4x3)	12 (4x3)		Additional Risk 20/12/2023	Jackie Follis
CRR 7	All Directorates	Climate Change	16 (4x4)	16 (4x4)		→	Philippa Dart/ Joe Russell-Wells
CRR 11a	All Directorates	Major Project- Alexandra Theatre	16 (4x4)	16 (4x4)		→	Karl Roberts
CRR 11b	All Directorates	Major Project- Littlehampton Seafront Project	12 (3x4)	8 (2x4)		↓	Philippa Dart
CRR 11c	All Directorates	Major Project- Bognor Regis Arcade	12 (3x4)	12 (3x4)		→	Karl Roberts

**MEDIUM RISKS: CHANGES DURING THE QUARTER**

CRR 4.1	All Directorates	ICT- Major successful cyber-attack	16 (4x4)	8 (2x4)	CMT Performance Board: 16 January 2024	↓	Jackie Follis
CRR 4.2		ICT- Physical or technical failure	12 (3x4)	6 (2x3)		→	Jackie Follis
CRR 4.3		ICT- Permission to access government systems.	12 (4x3)	6 (2x3)		→	Jackie Follis
CRR 4.4		ICT- Document Management System supplier support	12 (4x3)	12 (4x3)		↑	Jackie Follis
CRR 12	Homelessness	Increased Homelessness	16 (4x4)	9 (3x3)		→	Richard Tomkinson
CRR 13	Housing	Housing Management System Implementation	12 (3x4)	6 (2x3)		↑	Richard Tomkinson
CRR 14	Housing Repairs	Compliance Failings	4 (1x4)	4 (1x4)		Reinstated January 2024	Richard Tomkinson
CRR 15	Housing	Ineffective Complaints Management	9 (3x3)	4 (2x2)		↓	Richard Tomkinson

**APPENDIX 3: CORPORATE RISK REGISTER**

Risks that could influence the successful achievement of our long-term core purpose, priorities, and outcomes. These are:

1. Risks that could potentially have a council- wide impact and/ or
2. Risks that cannot be managed solely at a Service Area Level because higher level support or intervention is needed.

<b>CRR Ref</b>	<b>DIRECTORATE OR SERVICE AREA</b>	<b>RISK AREA</b>	<b>RISKS IDENTIFIED</b>	<b>CAUSES</b>	<b>EFFECTS</b>	<b>RISK OWNER</b>
CRR1 - B	Finance/Housing	Balance of Housing Revenue Account	Service management and national pressures reduce income and increase costs leading to a potential HRA deficit by end March 2023 to be mitigated by approval of changes in capital financing.	<p>Current financial climate</p> <p>Increase in costs.</p> <p>Significant predicted overspends on planned and responsive repairs contract and Supervision and Management in current year.</p> <p>Increase in cost of Housing ICT/transformation project.</p> <p>Prior years overspends on reactive maintenance.</p>	<p>Without mitigation HRA balance at critical level resulting in potential failure of service.</p> <p>Financial loss to the Council.</p> <p>Increase in enforcement actions.</p> <p>Increase in homelessness.</p>	Tony Baden/ Richard Tomkinson

<b>GROSS RISK LEVEL (Risk is Likelihood x Impact)</b>	<b>EXISTING CONTROLS/ MITIGATING ACTIONS</b>	<b>NET RISK LEVEL (Risk is Likelihood x Impact)</b>	<b>FURTHER ACTIONS</b>
<b>16</b>  (4x4)	<p>Officers have completed their work with a consultant from CIPFA to review the Council’s HRA accounting policies in respect of depreciation, capital accounting and staff recharges. Good progress has been made and proposals are currently being reviewed prior to implementation to ascertain if they comply with the main CIPFA accounting code of practice.</p> <p>Member updates held in September 2023 on HRA finances to ensure transparency.</p> <p>Dedicated post for income recovery. Data analysis undertaken using Mobyssoft to identify cases for next stage recovery action/ more specific intensive recovery action. Regular case reviews undertaken with specialist Housing Officer.</p> <p>Regular monthly training on income recovery for Housing Officers.</p> <p>Budget monitoring.</p> <p>Review of Capitalisation Policy.</p>	<b>12</b>  (3x4)	<p>Further work is currently being undertaken by the Housing and Finance departments to investigate other areas of spend within the HRA where it may be possible to identify savings and efficiencies. It is expected that a written report will be presented to CMT in September 2023.</p> <p style="background-color: yellow;">Introduce service charges where applicable (action for completion in 2024- 25).</p> <p style="background-color: yellow;">Review and remodel HRA business plan and workstream realignment. Completion by 31<sup>st</sup> March 2024.</p>

Review of Borrowing Strategy.

Contract Management.

Review of Repairs Contract.

Close adherence to rent arrears policy and procedures.

Ensure officers understand the impact of timely intervention.

Staff training.

Debt advice- dedicated officer.

Good communication with tenants.

Specialist IT software.

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 2	All Directorates	Organisational capacity to deliver.	<p>Lack of resilience in the existing staff structure, so do not have the necessary number of staff with the right skills to deliver services and the Council's priorities.</p> <p>Inability to meet the expectations of service users due to organisational capacity.</p> <p>Inability to attract and retain suitably skilled staff.</p>	<p>Uncompetitive salaries offered for certain positions/ professions.</p> <p>A comprehensive job profiling process that does not recognise external market forces and is resource intensive.</p> <p>Limited scope for career progression can reduce the retention of talented staff.</p> <p>Lack of prioritisation of key workstreams.</p> <p>Impact and potential future impact of the coronavirus pandemic.</p> <p>Skills shortage externally – this is not Arun specific impacting Arun's ability to recruit.</p> <p>Local government – attractiveness/ age profile implications (approx. 60- 70% of staff over 40).</p> <p>Image of Local Government- increased by the media presenting a negative image of the public sector.</p> <p>Negative social media compounds the negativity related to the Council in general.</p>	<p>Non- achievement of corporate priorities.</p> <p>Loss of staff with essential knowledge and experience.</p> <p>Service disruption leading to a loss of productivity- whilst new starters/replacements are recruited and trained.</p> <p>Service performance and staff health and welfare could be compromised due to high attrition rates.</p> <p>Increased staff sickness.</p> <p>Increased costs of recruitment.</p> <p>High turnover.</p> <p>Hybrid/ remote working- positive or negative impact not yet fully known. This depends on the demographic, research to date points to flexibility being attractive.</p> <p>Stress can be more hidden when staff are working from home/ adopting the hybrid mode.</p> <p>Reduced sickness rates have been recorded whilst staff have been working from home.</p> <p>Inability to respond to additional priorities or emergency situations.</p>	Karl Roberts/ Philippa Dart

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
<p style="text-align: center;"><b>16</b></p> <p style="text-align: center;">(4x4)</p>	<p>The Council's performance appraisal process identifies individual training requirements and individual objectives linked to service delivery plans.</p> <p>Utilisation of secondment opportunities to benefit from existing skills and develop individual staff.</p> <p>Investment in development of staff via the corporate training budget.</p> <p>Adequate notice periods built into posts.</p> <p>Staff sickness monitoring and reporting undertaken.</p> <p>The use of market supplements and other recruitment and retention payments to attract applicants to vacancies and retain staff.</p> <p>Job profiling is used to determine grades.</p> <p>Pay comparison/ benchmarking exercise with other Local Authorities is regularly undertaken.</p> <p>Lead specialist appointed to help develop the Council's operating model.</p>	<p style="text-align: center;"><b>12</b></p> <p style="text-align: center;">(4x3)</p>	<p>To review recruitment and retention initiatives to attract and retain appropriately skilled staff.</p> <p>Identify a specific training plan for all management tiers to cover business and management processes (for example, including Risk Management, the Constitution, Committee Structure/ Committee Reports and Budget management/ monitoring.</p> <p>Undertake regular staff engagement surveys.</p> <p>Annual workforce/ resource planning in conjunction with the zero- based budgeting process. Aids the alignment of Corporate, directorate and service area priorities.</p> <p>Operating Model/ Workforce Strategy/ Service reviews to align resources with new Council Vision.</p> <p>Review of job profiling and current reward strategy.</p> <p>All of the above have to be considered in the context of the Councils current financial position and the need for in year savings in 23/24. Progress will be considered when a savings strategy is developed in the autumn of 23.</p>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 4.5	All Directorates	ICT	5. Supplier unable to support planning, building control and land charge system (Ocella) or withdraws product.	Supplier giving notice.	A number of service areas rely on this system as their main back-office system and without it would not be able to operate.	Jackie Follis

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
12 (4x3)	5. Monitor contract and supplier performance. Maintain dialogue with Company CX.  <i>13/03/2023 Supplier has given notice and will cease support from December 2026</i>	12 (4x3)	Continue dialogue with supplier.  Start looking at alternative products/ options.

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 7	All Directorates	Climate Change	<p>Failure to make the activities of the Council carbon neutral by 2030.</p> <p>Failure to complete/ achieve the actions detailed in the Council's Climate Action and Biodiversity Work Plan 2022- 2023.</p>	<p>Increased severity of global warming caused by continued use of carbon.</p> <p>A lack of understanding, resource allocation, and commitment to achieving climate change goals, through both officer actions and members vote.</p> <p>Slow take- up of energy saving measures e.g. green/ renewable tariffs, smart meters, installation of PV etc.</p> <p>Increase of sustainable energy costs verses carbon energy in short term.</p> <p>Inadequate level of sustainability required in proposal/ approved developments.</p> <p>Inadequate level of sustainability required in the Councils procurement process, for both purchased goods and services.</p> <p>Slow development of Government led policies for home/office energy standards, including for new developments and retrofit projects.</p> <p>Lack of financial support through relevant and applicable Government funding/grants.</p> <p>Government slow to introduce waste strategy including mandatory food waste collection.</p> <p>Slow take-up of electric, hybrid and low- emission vehicles- lack of accessible charging points.</p> <p>Progress of initiatives delayed due to Covid.</p>	<p>Increased likelihood of extreme weather: (hot and cold) impacting vulnerable residents and staff.</p> <p>Increased likelihood of flooding (coastal, fluvial and surface) impacting on properties.</p> <p>Extreme weather impacting the delivery of day-to-day services and damaging properties, both residential and cooperate. In turn an increased budget required for regular repairs of these damages.</p> <p>Detrimental impact on the local environment, including a significant reduction or loss in biodiversity and ecosystem stability.</p> <p>Continued reduction of air quality and resident health through emissions associated with petrol/diesel fuelled transport.</p>	Philippa Dart/ Joe Russell- Wells

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<p style="text-align: center;"><b>16</b>  (4x4)</p>	<p>Climate Change &amp; Sustainability Manager appointed.</p> <p>Prioritisation of climate change in council Vision</p> <p>Increased national awareness and drive for change including Member desire to progress climate change agenda.</p> <p>Government manifesto promises and global input (COP26 and beyond) and introduction of legislation.</p> <p>Council monitoring and implementing changes to Government standards (e.g. Future Homes).</p> <p>The Council's Carbon Neutral Strategy 2022- 2030 and Climate Action and Biodiversity Work Plan 2022- 2023 including actions and clear priorities being progressed.</p> <p>Continued annual monitoring of Scope 1, 2 and 3 emissions in line with greenhouse gas protocols and guidance. The analysis for the 22-23 financial year has now been completed and reports are currently being updated to reflect any changes in emissions.</p> <p>Annual update and review of the Council's Climate Action and Biodiversity Work Plan. The updated report is now under review from officers across the Council. The final report will be taken to P&amp;F in March 2024.</p> <p>Work has started around the procurement 'deep dive' and emission analysis for the 22/23 financial year. This works includes extensive analysis and review of procurement emissions (Arun's single largest emitter) and will help determine next steps and produce a list of actions which will be used to help increase reductions in this area. Additionally, Ricardo are looking to produce a strategy prioritising low carbon purchasing and will use information gathered during the procurement deep dive to help determine next steps and produce a list of actions which will be used to help increase reductions in this area. A draft report has now been issued to ADC and is undergoing internal review.</p> <p>Development of climate related training for officers (mandatory) and members. This will include an introduction to climate change/ sustainability, emissions and what the Council aims to do and is doing to reach the 2030 carbon neutral target. As this is mandatory training this should be completed by mid-August 2023. A 2-year contract to access this training has now been taken forward.</p> <p>Provision of Carbon Literacy training at senior level (including director and group heads, along with managers) to help start behavioural change within the Council. Further trainings to be carried out through the 23/24 year to</p>	<p style="text-align: center;"><b>16</b>  (4x4)</p>	<p>Support to be provided to suppliers and contractors, as well as local SMEs, businesses and companies around emission reduction and procurement changes. This will be in the form of support via information sheets and guidance documentation, as well as sign posting to external help and support. Time scale: this will be one of the focuses for the above role and will start once they are appointed.</p> <p>It is being considered if the Council can support an external climate fund for non-profits to help them in their journey of sustainability. This has been copied from what Horsham are doing - <a href="#">Community Climate Fund   Horsham District Council</a>. Time scale: originally this was going to use the additional £100k made available by members during the budget setting of the 2022-2023 financial year. However this has been discarded now and there will be review to implement this into the 24-25 climate change budget. An officer report has been drafted and is ready to go.</p> <p>A motion was put forward around examining the concept and feasibility to establish a mechanism of advocacy and improved protect for the River Arun. This is currently being explored by officers.</p>



include other officers to help imbed climate change/sustainability thinking throughout all levels of the Council. Cohorts 3 and 4 have been booked in for the end of 2023 and early 2024. A cohort targeted an elected members is booked in for early 2024, currently 11 members have signed onto this. If successful additional training cohorts for members will be considered.

Arun become a Bronze certified Carbon Literate organisation in 2023, requirements to become Silver are being reviewed and it is hoped that the Council will become Silver in 2024.

Work has been completed around the energy audits of a selection of key buildings for the Council. These provide next steps on how to improve efficiency and drive down emission production. Building on from this funding for the LCSF phase 4 was successful and a heat decarbonisation plan is now underway for Arun Leisure Centre, using the energy audit for this to help inform this. Willmott Dixon have completed the heat decarbonisation plan and internal review has been completed. The final report, and supporting documents have been sent to Salix for review and payment request. It is hoped that in the future when/if other waves of the LCSF are made available further work can be completed.

Continued connection with other D&Bs within West Sussex (and externally) to share ideas and support climate change related work.

A feasibility study is being procured to review the possibility of generating renewable electricity at Mewsbrook car park. This opportunity was sent to consultants on 3/1/2024 so this process has just begun. Officers will look to appoint the winning bid on 31/1/2024.

A Climate Change and Sustainability officer was appointed in Autumn 2023 and are providing further support to the Council in reducing emissions, through engagement (including with the youth council) and general project support. They will also be looking at increasing internal and external communication on climate change factors. Work has started on implementing a town and parish council network which has future targets of spreading to community organisations to support the community around climate change understanding on highlighting actions that can easily be taken.

Regular reporting of carbon reduction targets and actions to Committee

Options for developing planning policy guidance and Supplementary Planning Documents (SPD) aimed at improving the sustainability of developments compared to the current position and action plan to be progressed.

Liaison with external agencies (water agencies on local water quality- Blue Flag beaches and the Sussex Air Quality Partnership, Sussex Nature Partnership around biodiversity and BNG across Sussex).

Liaison with partners/ advice on provision of suitable vehicle charging points for the future and advice to residents on energy saving, reduction in carbon emission, wellbeing etc.

Providing support for other national/ local initiatives e.g. waste recycling and the Sussex Kelp Project. A members brief event has been booked in for Mid-October to provide members (and interested officers) on an update on the Kelp restoration occurring off the South Coast.

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 11a	All Directorates	Major Project- Alexandra Theatre	<p>Failure to regenerate coastal towns within the district.</p> <p>Failure to deliver major projects in line with funder requirements meaning funding is withdrawn.</p> <p>Insufficient resources to deliver vision and aspirations for the district.</p>	<p>Lack of funding to deliver major projects.</p> <p>Decisions not made swiftly enough.</p> <p>Lack of public/ partnership acceptance of, and buy-in to strategies.</p> <p>Legal challenges increase- correspondence from Arun Arts under review- June 23.</p> <p>Multiple major projects running simultaneously- resources stretched.</p> <p>Impact of growth of Butlins and Chichester University influencing local market conditions.</p> <p>Other Council borrowing priorities/ increase in PWLB rates.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>Inconsistent decision making leading to projects being started and then abandoned.</p>	<p>Project fails to deliver objectives on time and/ or exceeds budget.</p> <p>Developers and invested could be deterred.</p> <p>Lack of growth.</p> <p>Possible legal issues from developer plans submitted before the Council consideration of schemes.</p> <p>Missed opportunities to invest in areas of development potential.</p> <p>Lack of visible progress with developments.</p> <p>Financial and reputational risk/ poor publicity.</p> <p>Development of Council land (car parks etc) could mean loss of income streams.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>Business closure e.g. in retail, hospitality and leisure sectors.</p> <p>The Council could face large revenue costs for aborted projects if external funding is withdrawn.</p>	Karl Roberts

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
<p style="text-align: center;"><b>16</b>  (4x4)</p>	<p>Briefings for members (held regularly).</p> <p>Temporary employment of Head of Regeneration. (extended until 31/03/24). Project Manager post extended until 31/03/25.</p> <p>Bidding for external funds (arts council).</p> <p>Use of external support – Project Officers.</p> <p>Communications – Press Releases.</p> <p>Engagement with Partners e.g.: University, Bognor Regis Regeneration Board, Town &amp; Parish Councils.</p> <p>High level business plan undertaken to inform future strategy.</p> <p>Specific project risk schedule.</p> <p>Provision made for Arun Arts equipment.</p>	<p style="text-align: center;"><b>16</b>  (4x4)</p>	<p>Retendering of contract underway following withdrawal of previous contractor.</p>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 11b	All Directorates	Major Project- Littlehampton Seafront Project	<p>Failure to regenerate coastal towns within the district.</p> <p>Failure to deliver major projects in line with funder requirements meaning funding is withdrawn.</p> <p>Insufficient resources to deliver vision and aspirations for the district.</p>	<p>Lack of funding to deliver major projects.</p> <p>Decisions not made swiftly enough.</p> <p>Lack of public/ partnership acceptance of, and buy-in to strategies.</p> <p>Existing covenants and leases impose restrictions on scheme design.</p> <p>Multiple major projects running simultaneously- resources stretched.</p> <p>Other Council borrowing priorities/ increase in PWLB rates.</p> <p>Uncertainty surrounding major Government schemes impacting the area e.g. Arundel by-pass, Chichester by- pass.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>Inconsistent decision making leading to projects being started and then abandoned.</p>	<p>Project fails to deliver objectives on time and/ or exceeds budget.</p> <p>Developers and invested could be deterred.</p> <p>Lack of growth.</p> <p>Possible legal issues from developer plans submitted before the Council consideration of schemes.</p> <p>Missed opportunities to invest in areas of development potential.</p> <p>Lack of visible progress with developments.</p> <p>Area turns into a commuter belt and is not regenerated leading to decline.</p> <p>Financial and reputational risk/ poor publicity.</p> <p>Development of Council land (car parks etc) could mean loss of income streams.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>Business closure e.g. in retail, hospitality and leisure sectors.</p> <p>The Council could face large revenue costs for aborted projects if external funding is withdrawn.</p>	Philippa Dart

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<p style="text-align: center;"><b>12</b>  (3x4)</p>	<p>Update report presented to every meeting of Policy and Finance Committee. Regular updates included in members newsletter.</p> <p>Project supported financially by external funds.</p> <p>Use of external support – project management and cost control (Mace)</p> <p>Communications – Press Releases, posters in the town/on site. Website kept up to date.</p> <p>Engagement with stakeholders (internal and external).</p> <p>Engagement with parties regarding leases and covenants.</p> <p>Project specific risk register reviewed and updated.</p> <p>Project progress reported to Project Board.</p> <p>Resourced by internal project team.</p>	<p style="text-align: center;"><b>8</b>  (2x4)</p>	<p>Communications strategy in preparation for construction phase.</p> <p>Logistics review of construction phasing to minimise impact on council revenue (car parks income) and summer season generally.</p> <p>Engagement with Harvester agent regarding scheme layout.</p> <p>Cost review.</p> <p>Promotion of new concession opportunities.</p>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 11c	All Directorates	Major Project- Bognor Regis Arcade	<p>Failure to regenerate coastal towns within the district.</p> <p>Failure to deliver major projects in line with funder requirements meaning funding is withdrawn.</p> <p>Insufficient resources to deliver vision and aspirations for the district.</p> <p>Relationship with existing tenants.</p>	<p>Lack of funding to deliver major projects.</p> <p>Decisions not made swiftly enough.</p> <p>Lack of public/ partnership acceptance of, and buy-in to strategies.</p> <p>Multiple major projects running simultaneously- resources stretched.</p> <p>Impact of growth of Butlins and Chichester University influencing local market conditions.</p> <p>Other Council borrowing priorities/ increase in PWLB rates.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>Inconsistent decision making leading to projects being started and then abandoned.</p>	<p>Project fails to deliver objectives on time and/ or exceeds budget.</p> <p>Developers and invested could be deterred.</p> <p>Lack of growth.</p> <p>Possible legal issues from developer plans submitted before the Council consideration of schemes.</p> <p>Missed opportunities to invest in areas of development potential.</p> <p>Lack of visible progress with developments.</p> <p>Area turns into a commuter belt and is not regenerated leading to decline.</p> <p>Financial and reputational risk/ poor publicity.</p> <p>Further uncertainty over availability of Council and external funding in the future.</p> <p>The Council could face large revenue costs for aborted projects if external funding is withdrawn.</p> <p>Need to resolve delivery/ management mechanism for residential units created.</p>	Karl Roberts

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<p style="text-align: center;"><b>12</b>  (3x4)</p>	<p>Briefings for members.</p> <p>Temporary employment of Head of Regeneration. (extended until 31/03/24).</p> <p>Funding secured from Brownfield Land Fund. Other external funding opportunities being explored.</p> <p>Use of external support – Project Officers.</p> <p>Communications – Press Releases</p> <p>Engagement with Partners e.g.: University, Bognor Regis Regeneration Board, Town &amp; Parish Councils.</p> <p>Specific project risk schedule</p>	<p style="text-align: center;"><b>12</b>  (3x4)</p>	<p>Increased briefing &amp; reporting to members.</p>



CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 4.1	All Directorates	ICT	<p>1. Loss of technology, data, and communications; through major cyber compromise.</p> <p>Detection and containment delays may mean increased damaged and increased data loss.</p> <p>A national attack will mean access to cyber experts and other government agency help may not be available.</p>	Major successful cyber- attack.	<p>Loss of all ICT facilities including back-office systems, telephony, printing, public facing systems and laptops.</p> <p>Major risk of data loss and data breaches.</p> <p>Significant disruption of service with no IT systems for staff &amp; customers (2 to 6- month phased recovery).</p> <p>Initial outlay for new IT equipment (£m's) and loss of income / additional organisational costs may <u>not</u> be recoverable via insurance (est. £10m).</p> <p>Each day of downtime= c£90k loss of productivity.</p>	Jackie Follis
CRR 4.2			<p>2. Loss of technology, data, and communications; through major outage of datacentre, or integral infrastructure component failure.</p>	Physical or technical failure (e.g. fire, flood, hardware or communications failure).	<p>Loss of some/ all ICT facilities including back-office systems, public facing systems, telephony, and printing.</p> <p>Limited risk of data loss, laptops word still work outside of council premises although with reduced facilities.</p> <p>Potentially a significant disruption of service with no IT systems for staff &amp; customers (5-28- day phased recovery).</p> <p>Initial outlay for new IT equipment (£m's) and loss of income/ additional organisational costs but may be recoverable via insurance.</p> <p>Each day of downtime= c£90k loss of productivity.</p>	
CRR 4.3			<p>3. Permission to connect to government systems such as DWP is revoked.</p>	Lack of resources / not having a current code of connection certificate. Service provider not accepting mitigations and/or remediation plan.	Unable to undertake functions requiring access to government systems e.g. benefits processing.	
CRR 4.4			<p>4. Supplier unable to support corporate document management system (C-Cube) or withdraws product.</p>	Company has been taken over, key support staff have left and we are the only user of this product (and only LG customer).	A number of service areas rely on this system for their electronic documents and without it would not be able to operate.	

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16 (4x4)	<p>1. Cyber protection layers, recovery facilities, air-gap backups, advance notifications and warnings, cyber training, staff security policy, staff awareness training, and cyber response plan.</p> <p>Services should have a BCP in place including scenarios for extended periods of no ICT.</p> <p>Monitor that OOH cover &amp; contracts meet acceptable standards (CMT).</p> <p>Continually review new cyber defences and recovery approaches.</p>	8 (2x4)	<p>The impact has a major significance for the risk as it would stop almost all services the council provides for up to 6 months and could cost millions in unrecoverable costs.</p> <p>Reducing the likelihood or impact amount by any amount even if only to reduce by a point factor would be worthwhile.</p> <p><b>New security post starts January 2024.</b></p>
12 (3x4)	<p>2. Key component redundancy by design, immutable/ off- site backups (for recovery), a limited capacity recovery site, cloud services, laptops as standard issue, website hosted externally, insurance cover for IT equipment.</p> <p>Services should have a BCP in place including scenarios for extended periods of no ICT.</p>	6 (2x3)	Accept risk and existing mitigations.
12 (4x3)	<p>3. Undertake annual IT Health Check, create and action remediation plan and submit application to Cabinet Office. Would need to look at another organisation to process DWP data for benefits.</p>	6 (2x3)	<p>Ensure sufficient resources allocated.</p> <p><b>New security post starts January 2024.</b></p>
12 (4x3)	<p>4. Monitor contract and supplier performance. Discuss with new company CX their business road map.</p> <p><b>07/11/2023 Supplier has given notice and support will be moving to 'reasonable endeavours' from September 2024. They will not be renewing the contract beyond August 2025.</b></p>	12 (4x3)	<p>Continue dialogue with supplier.</p> <p>Start looking at alternative products/ options.</p> <p>Some funding is built into 2024/25 budget.</p>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 12	Directorate of Environment and Communities	Homelessness	Increase in homelessness presentations.  Homelessness demand exceeds resources available.	Not being able to meet the homelessness need.  Lack of suitable Emergency Accommodation and available Temporary Accommodation.  Private Sector housing market becoming more expensive.  Increased complex homeless presentations.  Impact of the cost-of-living increases demand.  Increases in mortgage rates lead to more housing repossessions.	Inadequate resource to manage the number of presentations.  Legal challenge.  Children being subject to homelessness.  Vulnerable people (disabled, elderly, chronically ill etc.) being subject to homelessness.	Richard Tomkinson

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
<b>16</b>  (4x4)	Effective planning and deployment of resources.  Timely decision making and effective casework management by Housing Options Officers.  Regular monitoring of caseloads by the Team Leader.  Flag to Senior Management Team.	<b>9</b>  (3x3)	Aim to increase supply of accommodation for those who are homeless/ threatened with homelessness- acquire 7 new units by March 2023 through LAHF scheme.  Review the possibility of a temporary adjustment to the allocation policy to prioritise households in TA; complete the review by end of September.  <b>Develop and deliver Emergency Accommodation (nightly paid) reduction plan.</b>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 13	Directorate of Environment and Communities	Housing	Delayed or non- implementation of the new housing management system Cx.	<p>Poor project management.</p> <p>Interface/API solution delays with partners.</p> <p>Reduced project team resources/sickness/absence/resignations.</p> <p>Lack of, or changes in decision making.</p> <p>Lack of service level expertise.</p> <p>Contractual issues.</p> <p>Additional costs.</p>	<p>Reputational damage.</p> <p>Inability to deliver services.</p> <p>Inability to collect payments.</p> <p>Inability to set rents.</p> <p>Inability to create and end tenancies.</p> <p>Reduced service to tenants.</p> <p>Missed opportunity for service improvement.</p> <p>Coming to the attention of the Housing Ombudsman &amp; Regulator for Social Housing.</p>	Richard Tomkinson

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
<b>12</b>  (3x4)	<p>Change in project manager via 3C consultants to give improved governance and direction to the project.</p> <p>Backfills completed for the project team, less requirements on them from their day-to-day roles.</p> <p>New project manager working closely with Civica and will escalate within Civica and Arun if the project plan timescales look at risk.</p> <p>Project plan includes more time for testing, build, data passes and realistic contingency based on previous projects of this type.</p> <p><b>Four full time members of staff working on the project.</b></p> <p><b>Project board established.</b></p> <p><b>Business process mapping underway.</b></p>	<b>6</b>  (2x3)	<p><b>Performance monitoring of project management.</b></p>

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 14	Directorate of Environment and Communities	Housing Repairs	Compliance Failings	Housing continues to be under notice by the Regulator for Social Housing.	Regulator takes over compliance. Budget pressures to resolve with urgency. Reputational damage. Tenant complaints. Risk of serious incidents increased.	Richard Tomkinson

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
4 (1x4)	Robust contract evaluation. Regular financial checks. Have alternative suppliers/ framework in reserve Appointed different gas contractors for Domestic and Commercial Contracts so have built in back up should one fail. Monthly contract review meetings.	4 (1x4)	These measures have been established. Activity is undertaken to a program and continues to be managed and reviewed closely.

CRR Ref	DIRECTORATE OR SERVICE AREA	RISK AREA	RISKS IDENTIFIED	CAUSES	EFFECTS	RISK OWNER
CRR 15	Directorate of Environment and Communities	Housing	Ineffective complaints management.	High staff turnover. Lack of training. Lack of procedure. Lack of lessons learnt reviews.	Reputational damage. Poor relationship with tenants. Missed opportunity for service improvement. Complaints escalation. Non-compliance with the Ombudsman complaint handling code. Coming to the attention of the Housing Ombudsman & Regulator for Social Housing.	Richard Tomkinson

GROSS RISK LEVEL (Risk is Likelihood x Impact)	EXISTING CONTROLS/ MITIGATING ACTIONS	NET RISK LEVEL (Risk is Likelihood x Impact)	FURTHER ACTIONS
<b>9</b> (3x3)	<p>Adherence to the Corporate Complaints Procedure requires the Council to have clear mechanisms in place for tenants to complain, and to respond to complaints promptly and effectively.</p> <p>The Corporate Complaints process has been revised with complaints being handled/ investigated within the service area. This increases awareness, accountability, and responsibility enhancing the potential for service area improvements. Resource implications of the revised process are being monitored and addressed.</p> <p>Correct culture on complaints handling means complaint resolution is well managed and actions are clearer.</p> <p>Staff training workshop completed in July 2023 with periodic refresher training. This includes policy awareness training including the positive benefits from complaints and consideration of Ombudsman complaints/ guidance.</p>	<b>4</b> (2x2)	None