




Current risk rating change since Quarter 3 is indicated.


Same as Quarter 3 


Increased since Quarter 3 


Decreased since Quarter 3 

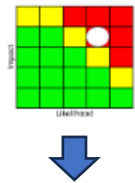

#	Risk title and description	Risk Cause	Risk Effect	Risk Owner	Current Risk Matrix	Controls	Target Risk Matrix	Quarterly Update
004	<p>Risk Title: Funding from Government is less generous than assumed in the MTFS from 2026</p> <p>Risk Description: Funding from Government is less generous than assumed in the MTFS from 2026</p>	The Council is reliant on Central Controlled Government funding (e.g. Business Rates).	<p>Reductions in funding</p> <p>Adverse effect on morale</p> <p>Financial</p> <p>Failure to achieve agreed objectives</p>	<p>Dominic Bradley</p> <p>Samantha Wilson</p>	  	<ol style="list-style-type: none"> 1. Continue to keep a watching brief 2. Revisit the MTFS and if necessary 2024/25 budget in year. 3. Evaluate and discuss with Members possible future actions to mitigate loss of income. e.g. Corporate Restructure, cuts to quality and / or non-statutory services, investment and infrastructure projects that generate income. 		<p>Government have finalised a 'same again' single-year settlement for 2024/25, postponing the risk of changes to business rates and revenue funding through the wider Funding Review for the short term, albeit temporarily.</p> <p>For 2023/24, Council tax rises, higher investment income from the rise in the Bank of England base rate and some inflationary rises to fees have mitigated the cost pressures from inflation and salaries, resulting in a £0.2m surplus.</p> <p>For 2024/25 The Council has thoroughly reviewed income and expenditure and set a balanced budget, albeit using £0.6m of the Funding Guarantee grant from Government. However, a £3.7m budget deficit is forecast at the end of the MTFS, if we implement food waste before the statutory deadline March 2026 and / or spend our reserves without achieving a revenue return such as on the Capitol Theatre refurb.</p>

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								The gap will only get larger if the funding cuts are sharper than anticipated.
001	<p>Risk Title: The Benefit Subsidy claim may be qualified and/or financial losses</p> <p>Risk Description: HDC has a case load with a particularly high number of working people with many changes of circumstances .</p>	The External Auditors audit the HDC Benefits Grant Subsidy return to the Department for Work and Pensions (DWP) on an annual basis to identify errors.	<p>Financial</p> <p>Service Delivery</p> <p>Compliance with regulations</p> <p>Reputation</p>	Dominic Bradley		<p>1. Continuously monitor the level of quality control checking.</p> <p>2. An earmarked reserve for subsidy provision is now in place that would cover the loss of subsidy in the event that the upper threshold in the subsidy claim is breached.</p>		<p>Pressure has been building in the service since the outbreak of Covid-19. In 2021/22, the HB subsidy loss breached the lower (but not upper) threshold at a cost of £65,416. As part of a commitment to continued service improvement, including staff development, 2022/23 and 2023/24 has seen an increased amount of quality assurance measures in year. These increased measures have also been a result of the issues identified in the 2021/22 audit, as well as areas for improvement identified in some of the quality review deep dives. This has resulted in the increased identification of error at the pre-audit stage. Around 60% of the LA error identified in 2022/23 was legacy error carried forward from the CenSus partnership. A DWP support review has been undertaken in 2024 to help improve processes, procedures and</p>

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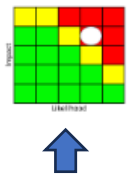
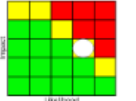
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								<p>approaches.</p> <p>In 2022/23, a 0.58% Local Authority error rate breached the upper threshold of 0.54%. The pre-audit position was a cost of £122,925. The 2022/23 audit was finalised in March 2024 with a final subsidy loss of £191,235 after extrapolations.</p> <p>The risk for 2023/24 is that errors and extrapolations identified in the 2022/23 audit increase the loss of subsidy. The outturn LA error for 2023/24 is a pre-audit figure of 0.24% which is below the lower threshold of 0.48%, leaving some headroom, although the risk remains high (now 16 Red not 20 Red) as any error large or extrapolated error could still result in a further loss of subsidy.</p>

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013	<p>Risk Title: General Election</p> <p>Risk Description: Challenging processes and requirements during the general election</p>	<p>The success of the election is dependent upon several factors all going well:</p> <ul style="list-style-type: none"> - The inclusion of The Arundel & South Downs constituency provides an increased reputational risk due to the time of getting ballot boxes returned from the Hampshire / Surrey border area as well as potential risk from reliance on cooperation from other District Councils in the constituency. - The Returning Officer has no right of direction over other authorities so has to accept what services the other councils provide. 	<p>Disenfranchise ment of residents</p> <ul style="list-style-type: none"> - Legal challenge / Election petition – rerun elections (significant financial & resource implications) - Results of election significantly delayed and reputational damage 	<p>Jane Eaton</p> <p>Dominic Bradley</p>		<p>1. 1. Weekly project team meetings with RO, including risk register consideration and update</p> <p>2. 2. Training for all polling station staff which will be supplemented by in-person briefing for Presiding Officers on the week of poll from the RO & Elections Manager</p> <p>3. 3. Training and development for core team from various providers. New guidance reviewed and considered at team meeting</p>		<p>The date of the general election has now been announced as Thursday 4 July 2024.</p> <p>Officers are working to ensure we have sufficient numbers of election staff in a period when holidays are often taken.</p>

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#	Risk title and description	Risk Cause	Risk Effect	Risk Owner	Current Risk Matrix	Controls	Target Risk Matrix	Quarterly Update
		<ul style="list-style-type: none"> - Changes to the Elections Act for overseas voters could place a burden on the elections team especially if there is a rush of applications closer to polling day. - This is the first general election under voter ID, which could cause issues if the public are not fully aware of this. - Central Government are communicating risks associated with a Cyber-attack. 						

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009	<p>Risk title: Adopting an up to date Local Plan by end of 2025</p> <p>Risk Description: Risk: Delay to plan preparation due to the requirement of the plan to demonstrate water neutrality, or as a result of significant / unexpected changes to government guidance.</p> <p>Risk: Adverse outcome of Kilnwood Vale</p>	Requirement to adopt an up-to-date Local Plan by end 2025 in accordance with government requirements	Economic and environmental damage to district as a result of limits to development which can take place. Council loses control over SNOWs prioritisation Significant risk of speculative development prior to adoption of local plan, with impact on Local Plan trajectory and how this may be defended at the Local Plan examination	<p>Dominic Bradley</p> <p>Catherine Howe</p>		<ol style="list-style-type: none"> 1. Joint working with partners to develop water neutrality mitigation strategy 2. Keep watching brief on government messaging on planning reforms 3. Sufficient staff and budgetary resourcing to support progression through regulatory stages of consultation, evidence base preparation and examination 4. Officers defended case with legal support at Inquiry which commenced 11/03/24. <p>Ultimately decision making is a matter for the inspector</p>		<p>Additional resources from the planning delivery fund are being used to recruit an additional Water Neutrality officer to support the work of the project manager. 1,700 representations received at Regulation 19 have been reviewed and summaries are being finalised. Additional evidence base commissioned has progressed well. Programme Officer now appointed, and Counsel support being lined up. Officers therefore remain on track to submit to the Planning Inspectorate in June. It should be noted that due to limited resources at the Planning Inspectorate, hearings may be more likely to take place in December 2024 rather than October / November as initially predicted.</p>

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	inquiry re access to SNOWs / Local Plan delivery.							
003	<p>Risk Title: Rapidly rising costs and lower income. making balancing the budget more difficult</p> <p>Risk Description: Risk: Lower levels of planning fees & property income.</p> <p>Risk: Increased costs from inflation and from higher</p>	<p>Uncertainty in the UK and World economy.</p> <p>Higher levels of salary and non-salary costs from inflation. Impact on the financial markets and the pound in the wake of war in other countries and the energy crisis. Likelihood of a deeper depression and slowdown in the property and financial markets</p>	<p>Financial</p> <p>Service Delivery</p> <p>Compliance with Regulations</p>	<p>Dominic Bradley</p> <p>Samantha Wilson</p>	 <p></p>	<p>1. Monitor the external environment</p> <p>2. Monitor internal indicators, particularly costs from inflation, income generation and respond appropriately to adverse trends</p>	 <p></p>	<p>The 2023/24 outturn is a £0.20m surplus for the year. Rising inflation rates have increased cost pressures in utility and maintenance costs, HVO fuel and vehicle parts as well as increased staffing costs and increased housing demands. Lower levels of income are being felt in planning and building control as water neutrality restricts development. Pressure is also building on homelessness and benefits cases. Subsidy pressures are also affecting Revenues and Benefits. These cost pressures are currently being partly offset by additional income from our investment activities. Spending our reserves for social and wellbeing gain, without achieving a revenue return will increase the pressure over the medium term. Budget shortfalls of around £2m - £3m</p>

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	levels of homelessness and housing benefit claims. The impact on the financial markets and the pound could bring forward the next recession slowing down the housing market.							a year are forecast once we introduce food waste collection and the Capitol Theatre refurbishment.
002	Risk Title: Recruitment and Retention Risk Description: Risk: (Inability to recruit and retain officers in key service areas,	Linked to national shortage of labour in some sectors as well as experienced professionals leaving the public sector for retirement or better pay in the private sector. Capacity problems increase turnover and absence	Adverse effect on morale Financial Failure to achieve agreed business objectives	Dominic Bradley Robert Laban		1. Workforce planning, training and development, growing your own, leadership and management programmes, apprenticeships, coaching, supporting skills and qualifications are all activities undertaken. 2. Efficient and effective recruitment processes, enhancing the employer		Recruitment and retention in key services such as Legal, Building Control, Planning and Technology Services has resulted in locums and vacancies, resulting in delays in delivering workloads. Senior posts are currently all filled. Legally trained support staff are in place and lawyer posts have been

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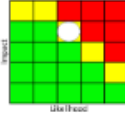

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	especially Legal, Building Control, Planning and Tech. Failure to have resilience in the staff structure, and so lacking the right number of staff with the right skills to deliver services, along with unrealistic expectations of services	and adversely affect wellbeing and productivity levels.	<p>Compliance with regulations</p> <p>Complaints / claims / litigation</p> <p>Stress and absenteeism</p>			<p>brand, recruitment benefits, such as relocation package, flexible and hybrid working, market supplements and review of pay point spinal column.</p> <p>3. Regular staff survey to be undertaken and action plans progressed.</p> <p>4. Review options for alternative solutions, e.g. investigating Horsham weighting allowance, increasing efficiencies in process and transformation through automation, or job redesign etc..</p>		<p>filled recently, reducing the need for legal locums.</p> <p>Building Control has three trainee posts filled and there currently is no longer a need to take on a further trainee in September 2024, as some activity has slowed down. All surveyors are supported in achieving the Building Inspector registrations.</p> <p>Likewise, other services have been able to recruit, but also retained their staff well, against a background of the recruitment market slowing down and fewer jobs being available for people to move to. Turnover of employees in the year 2023-24 has been lower than in previous years and was just under 10 percent.</p>

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#	Risk title and description	Risk Cause	Risk Effect	Risk Owner	Current Risk Matrix	Controls	Target Risk Matrix	Quarterly Update
011	<p>Risk Title: Cyber security and business continuity</p> <p>Risk Description: Risk 1: A malicious attacker exploits a known or unknown security weakness to penetrate the Council's ICT systems.</p> <p>Risk 2: IT not working due to environmental and economic problems: fire, flood,</p>	<p>Technological</p> <p>Cause: Council services are increasingly reliant on IT systems at a time when there are greater opportunities for malicious attackers to exploit security weaknesses.</p>	<p>Loss of key systems- disruption to Council services.</p> <p>Cost of investigation and recovery of systems.</p> <p>Fraud/theft.</p> <p>Loss of the integrity of Council Records.</p> <p>Penalties from the ICO.</p> <p>Adverse media coverage.</p>	<p>Dominic Bradley</p> <p>Andrea Curson</p>	 	<p>1. Awareness of current threats</p> <p>2. An effective ICT Service delivery team</p> <p>3. Effective patching and updates to mitigate known vulnerabilities</p> <p>4. Compliance with expected security standards. (PSN, PCI-DSS)</p> <p>5. Effective policies in place which outline security requirements for users of ICT</p> <p>6. Effective back-up and recovery processes in place for Council ICT systems.</p> <p>7. Transferring the risks to the cloud provider</p> <p>8. Plan developed, approved internally and being carried out.</p>	 	<p>1). Ongoing, as part of induction for new staff/ Members, and as required.</p> <p>2), Being constantly monitored.</p> <p>3). We are following government advice re heightened Cyber Security Threats.</p> <p>4). PSN Accreditation is being worked on for 2024.</p> <p>5). All IT Security Policies are reviewed and updated annually.</p> <p>6). Backups have been reviewed and improved.</p> <p>7). This is due as part of the Council's Business Transformation Programme.</p> <p>8). An internal audit in October 2023 gave Reasonable Assurance in respect of Cyber Security – Response & Resilience, identifying one medium issue to test the effectiveness of the</p>

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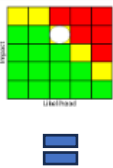
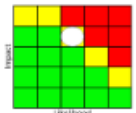
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	power cut and issues with the supply chain preventing new infrastructure arriving in a timely manner.							Security Incident Procedure through a desk top exercise.
006	Risk Title: Non-compliance with control procedures. Risk Description: Officers are either unaware of expected controls or do not comply with control procedures.	Governance Managers are responsible for ensuring that controls to mitigate risks are consistently applied.	Failure of business objectives Health & Safety Financial Service Delivery Compliance with Regulations Personal Privacy Infringement	Dominic Bradley Dominic Bradley		1. Officer training 2. All Service Managers required to sign an Assurance Statement. (By 30th June Annually) (Cyclical) 3. "Cultural compliance" Internal Audits identify service based issues and help managers to resolve these. 4. Programme of training and information to ensure all managers understand their roles.		The Annual Governance Statement actions in the 2023/24 action plan have been implemented. The internal audit opinions issued in 2023/24 have either been substantial or reasonable. A reasonable Head of Internal Auditor's Opinion is anticipated. Minor breaches in controls have been reported in the AGS, along with actions taken to address. These are not considered significant.

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			Reputation damage					
005	Risk Title: Funding from Business Rates is less generous than assumed in the MTFS from 2026 Risk Description: The Council is reliant on Central Controlled Government funding on Business Rates and Government raising the baseline. Decrease in Rateable Value due to	Financial Cause: The Council is reliant on Central Controlled Government funding (Business Rates). Government re-baselines less favourably, or businesses start to fail and the RV falls below the baseline.	Reputation damage Reductions in funding Financial Adverse effect on morale Failure to achieve agreed objectives	Dominic Bradley Samantha Wilson		1. Continue to keep a watching brief. 2. Revisit the MTFS & if necessary 2024/25 budget in year 3. Evaluate and discuss with Members possible future actions to mitigate loss of income. e.g. Corporate Restructure, cuts to non-statutory services, investment and infrastructure projects that generate income.		Government have finalised a 'same again' single-year settlement for 2024/25, postponing the risk of changes to business rates and revenue funding through the wider Funding Review for the short term, albeit temporarily. The Rateable Value listing remains higher than it started, which retains a greater share of the business rates funding in the Sussex Pool area.

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	appeals and businesses failing. This may cause the Council to fall below the business rates baseline, resulting in loss of funding							
010	Risk Title: Data security Risk Description: Risk 1: Major data breach or leak of sensitive information to a third party. Risk 1: Major data breach or leak of sensitive information to a third	Managerial / Professional Cause: The Council has a legal obligation to protect personal data. The Information Commissioners powers are much more far reaching when they change in May 2018.	People and businesses come to harm and suffer loss that might not otherwise have occurred Complaints / claims / litigation Resources consumed in defending claims	Dominic Bradley Andrea Curson	 	1. Develop appropriate processes & procedures which underpin the IT Security Policy 2. Provide a programme of Induction and at least annual training on Information Security to all staff. 3. Annual PSN Accreditation 4. Representatives from each department meet every other month to maintain compliance, updates and training	 	The situation is being monitored and training for phishing attacks has increased and specialist Election training has also been undertaken. The external environmental risk rating has increased though due to security concerns associated with Council operations. This has built into our risk rating and we are working to minimise these risks. Three minor information breaches have occurred to the Council's third

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	party. Risk 2: Risk of significant ICO fine for non-compliance with new General Data Protection Regulations (GDPR).		Financial losses Fines from regulators Adverse publicity Reputation damage					parties in 2023/24, which are being managed by the third parties.
012	Risk title: Civil emergency Risk Description: The Council is found to have failed to fulfil its obligations under the Act in the event of a civil emergency.	Legal Cause: The Civil Contingencies Act places a legal obligation upon the Council, with partners, to assess the risk of, plan, and exercise for emergencies, as well as undertaking emergency and business continuity management. The Council is also	People and businesses come to harm and suffer loss that might not otherwise have occurred Complaints / claims / litigation Resources consumed in defending claims	Dominic Bradley Robert Laban		1. Update corporate business continuity plan and regular review. 2. Update departmental business continuity plans and regular review. 3. Bitesize workshops to address new procedures and processes.		All plans are up to date. All Neighbourhood Wardens have been trained as Rest Centre Managers and some are earmarked for Incident Liaison Officer training later in the year. A small group of Heads of Service has been established to manage emergencies out-of-hours at 'bronze level', with training by the Police scheduled for October 2024. Training on Resilience Direct was delivered in the last quarter.

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		responsible for warning and informing the public in relation to emergencies, and for advising local businesses.	Financial losses Censure by regulators Reputation damaged					Hybrid bitesize workshops are in place for: Response, Business Continuity, Recovery, Rest Centre operations.
008	Risk Title: Key Contractor Failure Risk Description: Key contractor failure	Uncertainty in the UK and World economy. Instability and high-profile failures.	Financial	Dominic Bradley		1. Regularly check accounts of key suppliers 2. Check public liability insurance of key suppliers 3. Ask for key suppliers' business continuity plans 4. Consider whether the failure of a key supplier needs to go in service business continuity plan		<p>The impact of the world shortage of building supplies remains uncertain.</p> <p>Risk of inflation (now falling), interest rates, and recession are being monitored. Some suppliers are starting to come forward to increase prices outside of the contract, which is being resisted. The Council has terminated two contracts; one by mutual agreement with the supplier resulting in a termination payment to the Council, the other because of poor supplier performance. Both will be re-procured during 2024 and interim measures are being undertaken.</p> <p>Key contracts are reviewed as part of the ongoing contact management</p>

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								arrangements and officers have been reminded to check the financial health of key suppliers and be ready for Plan B.
014	Risk Title: Climate Change Risk Description: Climate change is leading to increasing annual rainfall and more intense rain events Warmer annual average temperatures including peaks of excessive heat in the summer. This	Human driven emissions of carbon dioxide and other greenhouse gases through the burning of fossil fuels, as well as intensive agriculture and habitat destruction have altered the global atmosphere	Flooding. - There is an increase in water logging and surface water flooding of our parks and open spaces that is having an impact on people's ability to use those facilities. There is increased risk of both river flooding and surface water flooding on agricultural land. Heat - Extreme heat in the	Dominic Bradley Helen Peacock		1. Evaluate feasibility of climate adaptation through on-site site design and infrastructure changes and discuss with Members 2. Review Emergency planning approach to extreme weather events 3. Officer training to keep abreast of evolving climate adaptation approaches		New risk due to weather related impacts to services driven by climate change which are likely to worsen over the coming decades

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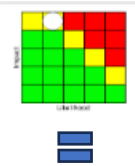

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	is beginning to have impacts on HDC service provision and residents.		summer provides a risk to health, especially on those who are already unwell or vulnerable. It has a negative impact on HDC staff and contractors who are required to work outside or in buildings with poor ventilation systems. There is an increased risk of wildfires or arson causing damage to habitats or parks facilities. There are also welfare considerations for our livestock					

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007	<p>Risk Title: A health & safety failure occurs</p> <p>Risk Description: A health & safety failure occurs.</p>	<p>Physical</p> <p>The Council is responsible for the health & safety of its clients, staff and other stakeholders, owns and maintains significant assets, and also has responsibility for H&S in some partner organisations where it does not have operational control.</p>	<p>People come to harm</p> <p>Complaints/claims/ litigation</p> <p>Financial losses</p> <p>Censure by audit / inspection</p> <p>Reputation damage</p> <p>Adverse effect on morale</p> <p>Stress and absenteeism</p>	<p>Dominic Bradley</p> <p>Robert Laban</p>		<p>1. H&S Management Forum reviews corporate inspection strategy and all other H&S issues quarterly. An audit programme is in place to provide assurances on varying aspects of managing H&S. A Personal Safety of Staff and Lone Working audit completed in Q3 gave Reasonable Assurance.</p> <p>2. Training programme includes annual refreshers on a rolling programme. All mandatory H&S training must be completed as part of probation. Compliance is monitored centrally by the HR service.</p> <p>3. Risk assessments undertaken and reviewed as required.</p> <p>4. H&S Officer regularly reviews high risk areas personally.</p>		<p>Risk assessments are being undertaken, reviewed, and updated. Refresher training on Fire Safety for all staff has been completed in Q4. All other control actions are ongoing.</p>