

	Our Plan	Ref	Risk / Opportunity	Authority	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
<b>Corporate Risks</b>										
Corporate	People	C1	Risk that Adur Council will fail to comply with statutory health and safety obligations as a social landlord (Adur Homes)	Adur	December 2023 - The Improvement Plan is well underway and is being routinely reported to the Regulator of Social Housing (RSH) and the JAGC and the Adur Joint Cabinet. This sets out a number of key priorities to be delivered over two years to ensure our properties are safe and compliant and to ensure we meet our Decent Homes obligations. Part of this plan is about ensuring the right governance is in place and work is underway to develop and improve the Adur Homes Advisory Board and our approach to tenant engagement. Key risks being worked through as part of this plan and also reported elsewhere is around systems and data and rent collection / arrears rates. The Corporate Leadership Team (CLT) is also receiving regular updates about performance. Work is underway to assess the financial plan to develop the medium to longer term business plan for Adur Homes.	CLT	Major	Very Likely	High	Improved
Corporate	People	C2	Cost of living (coastal inequalities) crisis	Joint	December 2023 We have yet to fully recover from the pandemic, recovery has undoubtedly been hampered by the Cost of Living crisis. Whilst overall levels of vulnerability in Adur and Worthing are generally lower-overall than the national average, there are significant inequalities between wards. With regard to Universal Credit, the Department for Work and Pensions has confirmed that for Adur and Worthing, the length of time on Universal Credit has a significant impact on the cost of living, over 900 have been on UC for over 3 years (this could correlate with those claiming Personal Independence Payments). We know that long-term unemployment is hugely problematic in terms of tackling inequalities. Our most recent report from Citizens Advice for the 4th quarter of 2022-2023 presents a worrying picture when compared to the same period in the previous year: In Worthing there has been a 45% increase in the number of issues and clients presenting with benefit issues, 25% increase in the number of Universal Credit issues, 80% increase in the number of utilities and communications issues In Adur, the number of benefit and Tax Credit issues has more than doubled, there has been a 162% increase in the number of debt issues, 17% more men are coming to us for financial services help We have remained committed to being data informed using LIFT to identify residents facing financial hardship and debt, we continue to use the Proactive approach to target these residents, to offer help and assistance. We have commissioned additional resources through an interactive early help platform, TellJo, We have secured significant resources through the UKSPF to fund a no Interest Loans Scheme, tackle fuel poverty and build upon both the OneStop and Proactive approach to ameliorate the risks of the CoL crisis. In relation to the round 4 HSF we have successfully lobbied the County Council level to directly allocate £221,850 to A&W councils so that we offer a one off payment to 1,748 households who will miss out on the £900 Government cost of living support in 2023.  In addition we have invested in a 1 year post to further embed our CoL approaches.	CLT	Major	Very Likely	High	Worse

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Corporate	Economy	C3	Wider economic uncertainty in relation to inflation, interest rates and workforce shortages which are impacting on local businesses, including energy costs, upward pressure on wages, inability to fill vacancies, skills shortages	Joint	December 2023 - The Councils have agreed to utilise a proportion of the UKSPF funds to a Business Support Programme (BSP). The BSP will be delivered in 2024 by a series of business experts that will support organisations to help navigate the current challenges whilst also exploring new opportunities around innovation, leadership and management and sustainability. Pressures on the local economy are significant and diverse, with the need to also address major local term transitional challenges associated with climate change and the rapid development of artificial intelligence. The Worthing Heat Network is a key strategic initiative which will provide long term price certainty the Councils in terms of building heating whilst providing the opportunity for other businesses and residential customers to achieve the same, whilst also decarbonising their heat.	CLT	Major	Likely	High	No change
Corporate	Core	C4	Council Finances - Risk that Councils finances will continue to be under pressure	Joint/ Adur/ Worthing	January 2024 - Council finances continue to be under severe pressure, an issue widely experienced across local government. In order to address in-year budget pressures, the Councils have implemented a range of spend controls, including vacancy control, triaging purchase requests to bring the forecast overspend, particularly in Worthing, down to addressable levels within reserves. A range of initiatives have been identified in the process of forming the budget for 2024/25, with significant organisational design work remaining to set a balanced budget. Worthing Councils reserves position is expected to reach a critical state as a result of pressures in 23/24, with the 24/25 budget designed to gradually replenish reserves over the next 5 to 10 years. Local government settlement was announced in December 2023 with very little additional funding than previously assumed in the MTFS. The latest budget position for 2024/25 is that both Adur and Worthing are balanced with an assumed 2.99% increase in council tax proposed.	CLT	Major	Very Likely	High	No change

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Corporate	People	C5	Housing supply - Limited housing supply in all areas and all tenures is a key risk for the Councils in terms of both discharging its statutory duty to prevent homelessness and support those at risk, as well as placing critical budgetary pressures on the Councils. Managing this demand is challenging and places additional capacity pressures on the operational teams.	Joint	<p>December 2023</p> <p>Work is underway in respect of the development of the new Housing Strategy. This will look at the priorities for the local authorities around homelessness, housing allocations, housing delivery and keeping people safe and secure in their homes. It is anticipated that a new Housing Strategy will be adopted following local elections in 2024 with an extension to the current strategy approved by councilors in the interim period.</p> <p>Given the overspend in TA work has been done to clarify and bring to Members attention the risks and opportunities of the work underway to alleviate these pressures and ensure that our governance for the pipeline of affordable and in-area TA is able to continue</p> <p>Strategic work continues, the Mental Health Housing Strategy resulting in Mental Health Housing Advisors funded by Sussex Partnership Trust colocating with the Housing Needs Team, the workers are now embedded, with outcomes currently reported for West Sussex with local District and Borough sets being planned. The work is not only preventing homelessness via case work, but by improving relationships and pathways between services, increasing knowledge of housing and homelessness triggers enabling mental health workers to manage low level issues and refer cases appropriately to the Housing Needs Team.</p> <p>As previously reported, demand for homeless services continues to increase as a result of 'no fault' section 21 notices and family evictions as lack of alternative affordable options leaves households unable to secure their own housing in the private sector.</p> <p>Affordable Housing Delivery Group and subgroup continue to meet to identify opportunities to develop our owned and contracted temporary accommodation portfolios to meet current and predicted future demand. As well as building our strategic relationship with Homes England, we are also working closely with the Department for Levelling Up and Communities and Homes England to secure revenue and capital for housing programmes for single homelessness. Increasing our portfolio of owned temporary accommodation is a priority as the most cost effective way to deliver good standard local accommodation.</p> <p>Following the chancellors Autumn statement work is underway to assess how the proposed changes to Local Housing Allowance rates impact the Councils Opening Doors private lettings work.</p>	CLT	Major	Very Likely	High	Worse

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Corporate	Core	C6	Our People - resource levels, health & wellbeing, skills and learning	Joint	December 2023 - The new Assistant Director for People & Change in the refreshed CLT will be focused on developing the Workforce Strategy and employee experience in order to address the challenges in this risk. This risk area has been broadened to cover staff issues in the round. Resourcing levels in many teams across the organisation are stretched as a result of budget reductions over the last decade. The Councils have been successful in developing a more local funding model through investments, commercialisation and digitisation, but it remains the case that budgets have continued to reduce. Significant interventions have been developed in recent years to support staff health & well-being including mental health first aid, an Employee Assistance Programme, the introduction of the blended working policy, team charters to help teams organise themselves better, and a range of training which has been improved significantly with our new Learning & Development Officer. A major initiative is underway to ensure that the Councils programme of projects is better managed and resourced, and is realistic given the staff numbers we have. We are also developing stronger skills in securing external funding to support the delivery of the ambitious agenda that our places deserve. People & Change will develop a workforce strategy that will include the development of a new competency framework for staff & managers to help staff understand where & how they can progress, an associated learning & development programme that enable staff to develop and improve performance that achieves the organisation's priorities & values, and an overall employee value proposition that enables the organisation to attract and develop staff in the long term, supplemented by a strategic approach to workforce planning.	CLT	Moderate	Moderate	Medium	Improved
Corporate	Core	C7	IT Disaster recovery - Risk that hosting applications locally carries increasing risks given the pace of technological change. As for most councils, we have limited resilience in the team, and too much dependence on key personnel. Our data centre cannot be sufficiently protected from physical threats. Delays to network refresh project implementation	Joint	January 2024 - ICT and Emergency Response Teams have undertaken a review of procedures and have launched a new IT Disaster Recovery Plan.  All systems have been reviewed and all critical and medium priority systems have specific recovery plans documented. The Disaster Recovery Plan was presented to JAGC in January 2024.  An audit from Mazars was undertaken in January 2023 on our policies and Mazars have now completed auditing the Disaster Recovery Plan with the final audit results due by the end of January 2024.  A major network refresh project will be delivered in 2024, which will deliver major improvements and increased resilience to the data centre and network security	CLT	Extreme	Moderate	High	Improved

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Corporate	Place	C8	Major Projects are not delivered or place a significant burden on the councils' finances	Joint	<p>December 2023 - Inflationary pressures in the construction sector and wider economic uncertainty have had a significant impact on the development sector and have made the viability of some projects more challenging. Up until recently, Interest rates have also been increasing which has undermined the viability of the invest to save proposals.</p> <p>A number of construction companies, notably Buckingham Group (A27 roundabout contractors) have failed during this period; and supply of certain materials such as steel, labour and timber has been difficult with a resultant increase in prices.</p> <p>Whilst the risk of major projects not being delivered remains, the changing economic context means that it is vital that the councils choose the right path toward delivery and the most suitable partners.</p> <p>This risk is closely linked to the Council's wider financial position and remediating this risk will involve making sound decisions around the investment in major projects and the sale of land and buildings to facilitate development.</p> <p><b>Opportunity -</b></p> <p>The opportunity presented here is to explore new options to ensure that major projects are still able to come forward in a manner which delivers the best outcomes for our communities.</p> <p>A review of our approach is focussed on a number of major, complex projects at various stages of delivery:</p> <ul style="list-style-type: none"> <li>• testing our original assumptions and success measures are still valid; and</li> <li>• reviewing each project through the lens of a successful exit strategy.</li> </ul> <p>This approach will help to enable the councils to take a proportional, and risk appropriate approach to each project and to best manage and realise our assets.</p> <p>For Worthing, as we go forward, this will mean more often seeking a development partner (Union Place) or pursuing a responsible approach to disposing of our land interests (Teville Gate) whilst ensuring that we maintain a clear focus on ensuring that our strategic objectives will still be delivered.</p> <p>For Adur, the focus will be very much about working with development partners and the statutory agencies to capture the development premium and ensure that this is invested responsibly in the infrastructure needed to support development. This is exemplified by the complex challenges presented by the development of the Western Harbour Arm at Shoreham Harbour.</p>	CLT	Major	Likely	High	No change
Corporate	Core	C9	Emergency response - Risk of capability to respond to emergency incidents	Joint	<p>November 2023 - All CLT members are to be trained to be Strategic Duty Officer in Q1 of 2024 providing additional resilience. Full review of emergency response arrangements and plan underway to support the training and delivery of the new members.</p>	CLT	Major	Moderate	Medium	Improved
Corporate	Core	C10	Failure to comply with UK GDPR and Data Protection Act 2018	Joint	<p>December 2023. Regular reports are submitted by the Senior Information Governance Officer to the Technology &amp; Information Board, chaired by the Director for Sustainability &amp; Resources. Compliance with mandatory training has significantly improved while still needing to be further improved. Data breaches tend to be individual human errors, around 5-10 per month. Our regular "phishing" tests to staff and members by email are designed to keep awareness levels high and this has been a real success. Still a number of data protection documentation not in place by services or out of date and in need of a review. Mazars audit for Information Governance to be completed by end of February 2024.</p>	CLT	Major	Moderate	Medium	Improved

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Corporate	Environment	C11	Climate emergency risk - Councils need to mitigate climate change, adapt to climate change and prepare for more frequent extreme climate events and impacts.	Joint	November 2023. Progress against the 2030 carbon neutral target is good. The Worthing Heat Network project has progressed well and contract award is expected in December 2023/ January 2024 and will decarbonise heat to the Worthing civic centre site. It will form the foundation to decarbonise heat for the NHS, new builds, and ultimately all households in Worthing. A green fleet strategy was completed in August 2023 and recommendations for implementation will be presented to committee early in 2024. A £1m project to test the use of hydrogen at the crematorium will be the first of its kind in the UK. The testing is expected to take place in spring 2024. The Trees for Streets programme launched in June 2023 and work is progressing on Nature Plans to help drive the delivery of nature based solutions in development, public realm and open spaces. The Sussex Bay marine project has recently secured external grant funding and with a further application to Rewilding Britain having been shortlisted. A revised engagement and participation strategy with businesses and communities is being devised to build strong approach to the delivery of wider area missions for carbon, nature and circular economy.	CLT	Major	Likely	High	No change
Corporate	Core	C12	Delivery of partnership working and joint services Risk impacted by the different competing administrative priorities, with financial effect on budget costs arising from increased committee management through JSC SC's with required management to avoid potential breakdown of partnership arrangements which would be unaffordable.	Joint	December 2023 - Renewal of the JSC SC Pilot scheme for decision making which substantially effects one council was extended by members until July 2024 - while retaining joint management and scrutiny of shared operational services under our Joint Committee Agreement. The governance arrangements are working well facilitating differing administrative priorities. Councils need to be ready and able to ensure sound decision making after May elections and any effect this may have on the current pilot scheme. Regular meetings of both Leaders with the Chief Executive to support good working relationships. Regular meetings between the Councils Leadership Team and both Executive teams, and meetings between Director and portfolio holders. Development of shared objectives where possible, such as climate, cost of living crisis and a range of other key agendas. Individual Council priorities now agreed and supported by Our Plan.	CLT	Major	Unlikely	Medium	Improved
Corporate	Core	C13	Risks to service delivery due pace of change, staff vacancies and recruitment difficulties.	Joint	November 2023 - As part of the organisational design a People & Change team was established under the Chief Executive and Assistant Director, People & Change. This team will lead the development of a workforce strategy that will seek to address key strategic issues around recruitment and retention, particular in key areas of skill shortage and which are undergoing significant change (such as service redesigns), addressing succession planning, remuneration and talent retention. Local government in general is suffering recruitment issues in a number of key areas, and work to develop solutions in partnership with neighbouring authorities will be explored.	AD People &	Major	Likely	High	Improved

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Corporate	People	C14	Risk corporate debt collection. Orchard Housing system and ongoing issues with Academy and other systems means payment of Housing Benefit to some Adur Homes tenants might not be reflected on the Orchard Housing system. Risk that some people might be receiving over or underpayments and this might be moving people into debt or giving money that needs to be claimed back. In addition the Council cannot accurately manage the data. No confidence in accurate balance on accounts impacting income /debtcollection as well as inability to print rent statements and produce mail merges for communications to our tenants. Debt owed to the Council is increasing, unable to quantify but presumed high given the current system failures. The longer debts remain outstanding the less likely they are to be fully recovered.	Adur	November 2023 - Officers from the Housing Team are aware of the manual process in generating the file across. The file needs to be moved before the end of each working day so that a new one can be generated. There is currently scoping for this process to be automated. Alternative housing operating systems are to be considered in 2024. Short term and long term impact is high and requires rectification from Benefits and Housing Teams in the event of errors. A debt strategy working group has been set up to commence ethical debt collection.	CLT	Major	Likely	High	Worse
Corporate	Economy	C15	Adjudication with building company re WICC development	Worthing	December 2023 - Increased overall project costs arising from the challenge being mitigated, financial implications requiring member approval, to ensure development is kept on track.	CLT	Major	Likely	Medium	Improved

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Corporate	Environment	C16	Adoption of the Environment Act - Significant implications for how the Councils collect waste and recycling from households and businesses. Not being in a position to roll out food waste collections due to insufficient resources and not achieving Environment Act targets for 65% recycling by 2035. Potential reputational damage. Legal sanctions. Broader environmental impacts associated with the aim of reducing waste.	Joint	<p>November 2023 - In October 2023 the government announced its plans for Simpler Recycling as part of the Environment Act. It requires, amongst other things, local authorities to collect food waste from households by 1 April 2026. It also announced that residual waste would have to be collected at least fortnightly if not weekly, ruling out the option of the 1,2,3 collection model.</p> <p>The Government has said that funding will be available for these new services but the extent and nature of funding remains unclear at this point. Introducing food waste collections will be a significant cost burden (early modelling suggested £1.6 million across Adur and Worthing per year, with the passage of time these costs will be significantly higher). In the current climate the councils are not in a position to fund even part of these new revenue and capital costs which is why this is a high corporate risk. Procurement time-scales compound the risk - if funding is made available many local authorities will be looking to source food waste collection vehicles, at a time when lead times for some vehicles are already 9-12 months., Implementation of food waste collection will potentially also have implications for Commerce Way depot, in terms of works required to accommodate the new vehicles, which need to be EVs if we are to meet our 2030 Net Zero Target.</p> <p>The Environment Act also requires businesses to recycle the same materials as domestic properties. We offer recycling and food waste collections to our commercial customers, but many have not taken these services up yet. We need to be able to offer these services to all commercial customers by March 2025 to enable them to be compliant and to avoid customers moving to other providers, which would have an adverse impact on our income generation.</p>	CLT	Major	Likely	High	Worse
Corporate	Place	C17	Risk of proposed CCTV contract changes by Sussex Police to cease to operate the current arrangements from post 31 March 2024. This risk will have minor impact on the Councils in terms of the costs of capital investment but there will be ongoing revenue resource implications in managing compliance with the Surveillance Commissioner and sharing data with the Police. There is also a delay risk in implementing the new arrangements (currently seeking member approval) which could impact on the partnership with other authorities and the delivery of the CCTV coverage.	Joint	<p>December 2023</p> <p>Funding of £35,000 has been allocated from the Corporate Hardware Budget to cover transitional costs of transferring CCTV operations from Sussex Police to Adur &amp; Worthing Councils which is hoped to be recouped via invest to save. Risk arises from increased resource /staffing implications, training for staff and data sharing with the Police. The initial capital cost covers the existing Cameras as our assets and the transition to Mobile SIM technology. This investment secures the Council's acquisition of Safer Streets 5 funding for both the capital (30%) and maintenance (50%) components of the project and the extension of the current contract terms post 31st March 2024. The project lead will consult with the Councils' information governance team to ensure that all required DPIAs and DSA are in place prior to delivery of the programme.</p>	CLT	Moderate	Moderate	Medium	New Risk added December 2023





