

Our Plan	Ref	Risk / Opportunity	Authority	Latest update and Internal Controls	Owner	Lead Officer	Impact	Likelihood	Risk rating	Status	
Corporate Risks											
Corporate	People	C1	Risk that Adur Council will fail to comply with statutory health and safety obligations as a social landlord (Adur Homes) Additional financial losses arising from Adur Homes disrepair claims not being adequately dealt with, lack of service history or data on inspection and repairs means advice is to settle claim. Claims are settled on agreement to make payment of damage or carry out work which is often then not followed through.	Adur	August 2024 The Improvement Plan is well underway and monthly meetings are progressing well with the Regulator for Social Housing. Reporting has continued to JAGC and the Adur Joint Cabinet. The primary focus has continued to be compliance and H&S and the data is now showing good progress in all areas with much work to still do. The fire door programme has been recommissioned and is working well. Surveys are now underway to gather data for the work in relation to Decent Homes. The service redesign will also be completed shortly and ensure that all roles are in place. The AHs Business Plan will be going before the AH Advisory Board once we have data to inform decent homes. Tenant engagement is being commissioned shortly and another survey is being planned. Work is being scoped for the audit required by the Regulator. Data and action around disrepair claims and service history expected to approve post redesign completion, until then mitigating steps have been agreed between Adur Homes and Legal services to settle claims at best available option.	CLT	Rob Jarvis	Major	Very Likely	High	Improved
Corporate	People	C2	Cost of living (coastal inequalities) crisis	Joint	August 2024 Our Proactive work is well underway and we are supporting our most vulnerable residents through our Proactive Caseworkers and the use of TellJo A snapshot summary of households (on HB or CTS) from the LIFT database shows in total 9,730 low-income households, with 3,360 children; 2,879 households below the poverty line, with 1,346 children; 443 households with a cash shortfall, with 45 children In Adur, there are 3,555 low-income households, with 1342 children; 1117 households below the poverty line, with 546 children; 123 households with a cash shortfall, with 12 children The Worthing figures are 6181 low-income households, with 2018 children; 1762 households below the poverty line, with 800 children; 320 households with a cash shortfall, with 33 children In addition, Citizens Advice data shows (April to June 2024): Worthing, compared to the same period last year, has seen a significant increase in the requirement for crisis support, but a reduction in the advice requested regarding benefits: 32% increase in issues compared to a 3% increase in the number of clients, indicating that residents are experiencing multiple/complex challenges. 30% rise in foodbank enquiries 52% increase in threatened homelessness cases 25% increase in actual homelessness cases. In Adur there has been a 14% increase in requests for disability benefit advice (28% of all benefit advice).	CLT	Tina Favier	Major	Very Likely	High	Worse

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Corporate	People	C3	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>September 2024</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 by the end of the financial year with an extension to the current strategy approved by councillors earlier this year.</p> <p>Given the overspend in temporary accommodation (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 co-locating 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>As part of the organisational design work throughout the Council, the housing service has been redesigned to ensure resources are in the right places and have been enhanced where possible. Key changes in respect of housing needs specifically include an increased number of Homeless Intervention & Prevention Officers that will enable us to have the skilled and experienced officers available at the earliest opportunity to prevent homelessness and implement prevention options. An additional benefit of this approach is that citizens needing our advice and support aren't having to transfer case officers as they move through the prevention, relief and main duty stages of homelessness. Further increased capacity in Temporary Accommodation Officer role and Income Recovery Officer supporting citizens placed in temporary accommodation through both income and debt management support but also wider wrap around support including health, addiction, healthy relationships and access to employment opportunities and housing options where needed.</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>	CLT	Rob Jarvis	Major	Very Likely	High	Worse

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Corporate	People	C4	Risk to corporate debt collection. Inadequate Orchard Housing system, issues with Academy and other systems means inadequate records. This may move people into debt or giving money that needs to be claimed back. No instructions for debt collection are being received by Legal Services and debt owed to the council arising from rent arrears, council tax and overpayment of housing benefit remains at an extremely high level. The longer debts remain outstanding the less likely they are to be fully recovered resulting in write-offs capable of affecting the councils budget. Concerns in relation to the rising levels of debt have been raised at CLT.	Adur	August 2024 - Progress with corporate debt management is now reported regularly to the Strategic Finance Board, and a prioritisation plan is being developed. Housing Redesign means temporary shortage of staff. Officers in business support, tenancy services, digital and finance are working to address a number of issues whilst the key officer is absent. It is intended that the rapid digital improvement team will support system development and data improvement. A number of actions are in place to address the issues: 1. Increasing the number of staff with bank registrations (can take up to 3 months) 2. Contact made with MRI (housing management software provider) to undertake this work and fully map and train staff to undertake the process. 3. Appointment of a temporary finance assistant who has the required specialist knowledge to increase capacity and resilience in this area. Housing business support, tenancy services, digital and finance are meeting each week to address and resolve the situation. Also working to put a Comms Strategy in place to deal with complaints from tenants and Councillor enquiries. Director for Housing and Communities has advised Resident Services teams of the situation who are able to reassure and update residents and councillors as appropriate. Communications Team also briefed. Tenants will make sure that tenants are not disadvantaged as a result of the issues. Generally on this Risk, 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	Tina Favier/Rob Jarvis/Tracey Strutt	Major	Likely	High	Worse
Corporate	Economy	C5	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	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. August 2024 - The Councils continue to liaise with strategic partners, including health and education partners, to determine how the wider system is supporting the economic challenges currently being experienced locally.	CLT	Andy Willems	Major	Likely	High	No change
Corporate	Economy	C6	WICC development	Worthing	September 2024 - The risk of increased overall project costs arising from the development have been mitigated with Member approval obtained for the increase in the budget to ensure the development is kept on track.	CLT	Chris Maughan	Medium	Medium	Medium	Improved

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Corporate	Economy	C7	Risk - Strategic Property Investment Fund (SPIF) - Risk that the Councils fail to meet SPIF income targets which affects overall Council funds. This overall Risk also contains:- - risks of non-compliance which might create voids in the estate, - risks of tenant failure which create debt and or risk of voids, - risks of tenant failure to comply with lease terms which create difficulties in managing the estate and consequent potential loss of capital value and or income. There is also a potential reputational risk to the Councils created by tenant behaviours and or engagement in unacceptable business sectors and criminal behaviours by tenants resulting in loss of insurance cover. There is also a Risk of fall in capital value creating negative equity when unhypothecated debt is measured against asset value: Market, legislation or economic factors and changes beyond Council control that affect capital value. Property specific lack of compliance with MEES or market conditions.	Joint	August 2024 - What are we doing to mitigate the Risks? Site visits Regular contact with Savills as property managers Regular contact with tenants Use of Lease Event Diary and regular updates from the Estates App to alert forthcoming lease events Market intelligence from agents, social media, business networks Annual revaluations Rent collection data quarterly Risk reserve is held to help manage the volatility in the performance and manage void periods. The Councils Property Investment Manager and team will purchase additional land/buildings as investment opportunities to increase revenue income. Adoption of a joint investment strategy to govern purchase of properties for income generation. Specific risks: Reading Beta: High Risk Worthing SPIF - Lease expiry and Tenant scheduled to leave December 2025 Eskan Court Milton Keynes: High Risk Vacant space and lease expiry tenant likely to leave Jan 2027.	CLT	Mark Hooper/Chris Maughan	Extreme	Very Likely	High	New Risk added July 2024

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Corporate	Economy	C8	Building Control - Implementation of new Building Safety Act. Risk of not being able to fulfil statutory BC duties. Reputational damage and impact to major development schemes requiring sign off.	Joint	September 2024 - The Building Safety Act provides a requirement for Building Control Officers to be assessed, certified and registered with the Building Safety Regulator (BSR) to become registered building control approvers (RBCAs). This requirement changes the nature of Building control fundamentally as only sufficiently qualified staff can carry out BC duties. This has puts pressure on an already stretched team with some opting to leave rather than go through exams/certification. Nationally this has created a market with a leaner pool of staff available to undertake inspections resulting in qualified candidates being able to command increase salary uplift elsewhere, and has impacted income for the Councils due to higher workload than current staff hours/qualification can address. To mitigate we are working with regional partners to try and develop a solution to the shared issues. We continue to advertise BC vacancies but attracting qualified candidates remains a challenge. In the longer term we are looking at career/talent pathways but that won't address the current issues. The Building Safety Act also has a specific controls in place for high-risk residential buildings (HRRB). HRRB's are buildings over 18m in height or have seven or more storeys and two or more residential units (typically high-rise apartment blocks, student accommodation, hospitals and care homes). Relevant hospitals and care homes are only controlled through their design and construction phases. Hotels are not currently included in scope of the new controls.	CLT	Chris Maughan	Major	Moderate	Medium	New Risk added in September 2024
Corporate	Core	C9	Corporate income and debt collection -	Joint	September 2024 - There are a number of issues and risks in reaction to debt collection for housing relating to Adur Homes and Housing Needs. Work is underway to address this through service redesign (right staff and capacity), systems improvement and data. Our new Income Team is going to support this work.	CLT	Tina Favier	Moderate	Moderate	Medium	New Risk added September 2024

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Corporate	Core	C10	Council Finances - Risk that Councils finances will continue to be under pressure	Joint/ Adur/ Worthing	<p>July 2024 - Council finances continue to be under severe pressure, an issue widely experienced across local government. Budget outturn for 23/24 left Worthing with an overspend of £3.052m and Adur £598,000.</p> <p>In order to address budget pressures for 24/25, the Councils have implemented a suite of budget management initiatives to control spend, this has supported both the mitigation of overspends where possible and the delivery of in-year savings. These controls include tighter controls on external spend, vacancy management and agency and consultant spend and triaging purchase requests to bring the forecast overspend, particularly in Worthing, down to addressable levels within reserves.</p> <p>A Budget Management Group meets weekly to review spend requests above £25k, and sub £25k requests are being considered daily by a triage group.</p> <p>Staffing budgets are very carefully controlled.</p> <p>A range of initiatives were identified in the process of forming the budget for 2024/25, with significant organisational design work being included to set a balanced budget and these arrangements will be ongoing. Worthing Councils reserves position is in a critical state as a result of pressures in 23/24, the 24/25 budget is 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. For 2024/25 Budgets were balanced with an agreed 2.99% increase in council tax.</p>	CLT	Emma Thomas	Major	Very Likely	High	No change

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Corporate	Core	C11	Our People - resource levels, health & wellbeing, skills and learning	Joint	<p>The Assistant Director for People & Change has 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.</p> <p>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.</p> <p>August 2024: There is a significant risk to the impact of training due to budget constraints and requests for external training not being approved. We are carrying out skills audits with teams as their redesigns are launched and this will give us a map of L&D needs as well as corporate training but will need to evaluate what can realistically be offered if the budget is reduced. The People Hub Manager is also reviewing the EAP provision to determine whether this is offering our staff the support they need and whether an alternative provision might be more cost-effective/offer better resources for staff to access, especially through the threat to psychological safety as a result of the increased pace of redesigns.</p> <p>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.</p> <p>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.</p> <p>The skills and competencies framework has now been launched in conjunction with the skills audit, this has been launched with the first service to complete the redesign process - this will feed into mapping L&D needs against the skills framework and supports the strategic approach to workforce planning. The employee value proposition is being put on hold given the current escalation of redesigns and the impact on staff wellbeing, instead the focus will shift to the development of an onboarding process that ensures staff are supported and are given an insight into how the Councils work, including democratic services and will incorporate the buddy support programme - with the ambition of having a face to face programme that rolls throughout the year. This will mitigate against the risk of staff turnover increasing and will be a supporting factor to the development of the EVP.</p>	CLT	Catherine Howe/Noel Hatch	Moderate	Moderate	Medium	Improved
Corporate	Core	C12	Emergency response - Risk of capability to respond to emergency incidents	Joint	August 2024 - All relevant emergency plans in date. Strategic Duty Officers have received video training.	CLT	Jan Jonker/Lloyd Harris	Major	Moderate	Medium	Improved
Corporate	Core	C13	Compliance with UK GDPR and Data Protection Act 2018	Joint	August 24 - Appointment of Interim DPO and SIGO to be monitored. 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 FOI has taken place and report is pending.	CLT	Jo Lee	Moderate	Moderate	Medium	Improved

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Corporate	Core	C14	Risks to service delivery due to pace of change.	Joint	August 2024 - As part of the Organisational Design programme, the organisation is redesigning the way it prioritises and manages its programmes and tracks its performance. Through the development of a single organisational work programme based on joint priorities across both Adur & Worthing administrations, the organisation has improved how it prioritises programmes to provide it with a sustainable and manageable programme of work and help prioritise what projects are delivered to support the Councils' joint priorities and manage resources. The Organisational Design programme has made good progress in redesigning services to help the organisation become more resilient. While making good progress, the programme has a very demanding timetable and some delays have been experienced in the early stages the teams are mobilised. As a result the organisation is bringing forward the savings for 2025/26 into 2024/25 – delivering all savings by April 2025 and accelerating the delivery of redesigns. This accelerated timetable is increasing the pace of change and mitigations put in place are stronger review and support by Core Services to support the delivery of the redesigns.	CLT	Noel Hatch	Major	Likely	High	Improved
Corporate	Core	C15	Risk of not meeting our duties under the Equality Act	Joint	August 2024: The Organisational Design programme is focused on making the council more adaptive, resilient, and participative, which inherently supports equalities by ensuring that the needs of diverse communities are better integrated into service delivery and decision-making processes. We are ensuring that the redesign process considers the impact on all groups, particularly those with protected characteristics, and that equality impact assessments are being integrated into the redesigns. The organisation has developed a Skills Framework and learning and development (L&D) that include specific focus on equality, diversity, and inclusion. These initiatives are aimed at building staff capacity to better serve diverse communities and to incorporate these principles & skills into everyday work. As part of our Councils for the Community programme, the organisation has developed a Participation Delivery Group to strengthen the resource we have to supporting participation. This will have a focus on bringing together teams, partners and communities, including underrepresented groups, to support greater participation in our communities. The commissioning of work to support the Voluntary Community and Social Enterprise (VCSE) sector, will include a focus on how the sector can support tackling inequalities and building cohesion, including tackling the needs of marginalised communities.	CLT	Noel Hatch	Moderate	Likely	Medium	Improved

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Corporate	Core	C16	Risk - Requirement for Corporate Leadership team to have collective understanding of corporate risks arising from major project work across the council Major Projects are not delivered or place a significant burden on the councils' finances	Joint	<p>August 2024 - The Monitoring Officer has asked CLT to evaluate and consider at team level their risks associated with ongoing project work. The AD for Regenerative Development was tasked with preparation of a template that sets out - an understanding of each project stage and known risks to delivery; what the effect of the risk occurring would be, both financially and reputationally; what can be done to control the risk and protect the council; what effective governance is in place; how to ensure that Members are fully cited on the extent of the risk and ensure that a regular review slot is on the agenda at CLT. Project risk is also considered in golden triangle meetings by the statutory officers. Major Projects now come via Major Programmes Board (with tracking in Asana) to monitor project delivery.</p> <p>August 2024 - 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>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>Opportunity -</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 focused on a number of major, complex projects at various stages of delivery:</p> <ul style="list-style-type: none"> • testing our original assumptions and success measures are still valid; and • reviewing each project through the lens of a successful exit strategy. <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>The disposal and development of Union place continues to be negotiated.</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	Chris Maughan	Moderate	Moderate	Medium	No change
Corporate	Environment	C17	Climate emergency risk - Councils need to mitigate climate change, adapt to climate change and prepare for more frequent extreme climate events and impacts.	Joint	<p>August 2024 - Progress against the 2030 carbon neutral target is good. The Worthing Heat Network project has progressed well and contract award took place in April 2024. The construction phase is underway starting with decarbonising the Worthing civic centre site and the hospital. It will form the foundation to decarbonise heat for the NHS, new builds, and ultimately all households in Worthing with up to £500m of private investment to grow the network. The corporate fleet strategy and options will be presented to committee in autumn 2024. A £1m project to test the use of hydrogen at the crematorium was the first of its kind in the UK. The trial was completed in May/ June 2024 and the findings are now being evaluated by Ricardo. The Trees for Streets programme launched in June 2023 and work is progressing on an Adur & Worthing Nature Plan to help drive the delivery of nature based solutions in development, public realm and open spaces to be presented to committee in November 2024. The Sussex Bay marine project has recently secured external grant funding from Rewilding Britain and a Research Lead has been appointed to undertake development of a Seascape recovery Framework in the next 12 months.</p>	CLT	Paul Brewer/Chloe Clarke	Major	Likely	High	No change

