

Our Plan	Ref	Risk / Opportunity	Authority	Latest update and Internal Controls	Owner	Date added to Register	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	February 2025 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 Joint Strategic Committee. The primary focus has continued to be compliance and H&S and the data is now showing good progress in all areas. The fire door programme has been recommissioned and is working well. Stock condition surveys have now been concluded with the data being digested and fed into a longer term business plan for Adur Homes. The service has been redesigned as part of the wider whole housing service redesign with a number of new posts successfully recruited to. The AHs Business Plan will be going before the AH Advisory Board in due course. Tenant engagement was considered for external commissioning but consideration is now for an internal service which will be recruited to in Q4. Work is being scoped for the audit required by the Regulator to be undertaken in Q4. Data and action around disrepair claims and service history expected to improve as we move onto review process, policies and procedures post redesign, until then mitigating steps have been agreed between Adur Homes and Legal services to settle claims at best available option.	CLT	Nov 2022	Rob Jarvis	Major	Likely	High	Improved
Corporate	People	C2	Cost of living/poverty enduring issues (coastal inequalities)	Joint	February 2025 Work continues regarding some of our key services that support people who are struggling including homelessness prevention, Proactive and Social Prescribing. Work is being carried out to review the Health and Wellbeing Strategy (HealthyAW) and the role of these services to strategically support the most vulnerable. A snapshot summary of households (on HB or CTS) from the LIFT database shows in total 9,485 low-income households, with 3,027 children; 2,602 households below the poverty line, with 1,156 children; 382 households with a cash shortfall, with 48 children In Adur, there are 3,478 low-income households, with 1240 children; 1056 households below the poverty line, with 499 children; 125 households with a cash shortfall, with 21 children The Worthing figures are 6007 low-income households, with 1787 children; 1546 households below the poverty line, with 657 children; 257 households with a cash shortfall, with 27 children In addition, Citizens Advice data shows (July to December 2024): Worthing, compared to the same period last year, has seen a significant increase in the requests for support with housing issues (65%), including an uptick in both threatened (43%) and actual (188%) homelessness.. 44% rise in foodbank requests 85% rise in Universal Credit issues In Adur there has been a 44% increase in Benefits & Tax Credit issues whilst Universal Credit issues have more than doubled. 85% increase in debt issues. Consumer goods and Services Issues have increased more than three fold.	CLT	May 2022	Tina Favier	Major	Very Likely	High	No change

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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>February 2025</p> <p>Work is underway in respect of the development of the new Housing Strategy to take effect April 2025 for the period 2025 - 2030. 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.</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. Significant amount of work is being undertaken to secure leased accommodation to reduce the reliance on nightly paid temporary accommodation provision.</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	2016	Rob Jarvis	Major	Very Likely	High	No change
Corporate	Economy	C4	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	<p>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 to 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.</p> <p>February 2025 - 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.</p>	CLT	Nov 2022	Andy Willems	Major	Likely	High	No change

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Corporate	Economy	C5	WICC development - Financial risk	Worthing	<p>February 2025 - WICC site is complete and has been handed to WBC. NHS have started to move furniture in the building and the MSCP is operational and Pharmacy is operational. There are a number of technical inspections taking place to review and ensure NHS can fully move in and become operational.</p> <p>Development risk will be concluded on completion of the Liverpool Gardens reinstatement works. However, the risk is now a financial and legal risk due to overspend and risk around the borrowing associated with the build and the related interest rates etc.</p>	CLT	January 2024	Chris Maughan	Moderate	Moderate	Medium	Improved
Corporate	Economy	C6	<p>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:-</p> <ul style="list-style-type: none"> - 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. <p>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.</p> <p>There is also a Risk of fall in capital value creating negative equity when unhypothecated debt is measured against asset value:</p> <p>Market, legislation or economic factors and changes beyond Council control that affect capital value.</p> <p>Property specific lack of compliance with MEES or market conditions.</p>	Joint	<p>February 2025 -</p> <p>What are we doing to mitigate the Risks?</p> <p>Site visits</p> <p>Regular contact with Savills as property managers</p> <p>Regular contact with tenants</p> <p>Use of Lease Event Diary and regular updates from the Estates App to alert forthcoming lease events</p> <p>Market intelligence from agents, social media, business networks</p> <p>Annual revaluations</p> <p>Rent collection data quarterly</p> <p>Risk reserve is held to help manage the volatility in the performance and manage void periods.</p> <p>The Councils Property Investment Manager and team will purchase additional land/buildings as opportunities to increase revenue income/meet objectives</p> <p>Adoption of a joint investment strategy to govern purchase of properties for income generation.</p> <p>Specific risks:</p> <p>Worthing SPIF: Reading Beta: Certain event of vacancy, no longer a risk but a certainty as tenant has formally served notice to exercise break clause in December 2025.</p> <p>Eskan Court Milton Keynes: High Risk : Vacant space already to part and lease expiry, remaining tenant likely to leave Jan 2027 leaving the whole building vacant</p>	CLT	July 2024	Mark Hooper/Chris Maughan	Extreme	Very Likely	High	Worse

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Corporate	Economy	C7	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	<p>February 2025 - 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 put 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.</p> <p>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. We have readvertised (January 2025) with increased market supplement to match the regional level (AWCs were previously at the lower end) and have secured exemption to advertise as permanent posts.</p> <p>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. Major issues are upcoming with retirements and loss of qualified staff leaving service with just 1+1/5 FTE from November 2024.</p>	CLT	Sept 2024	Chris Maughan	Major	Very Likely	High	No change
Corporate	Core	C8	Devolution - Risk that the nature of the process means that District and Borough partners do not get a seat at the table with respect to the design of the new Mayoral Authority and as a result Adur and Worthing do not see the potential benefits in the same way.	Joint	February 2025 - Strong partnership working and active engagement both in the Sussex leaders and CEX groups as well as national lobbying with respect to this policy agenda.	CLT	February 2025	Catherine Howe	Major	Likely	High	New Risk added February 2025

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Corporate	Core	C9	Local Government reorganisation - Risk that this creates considerable uncertainty for staff as well as needing leadership focus in order to ensure that it is delivered effectively. There are risks to the ongoing delivery of services as well as risks to staff morale and wellbeing leading to potential recruitment and retention issues. There is a further risk of a huge amount of energy being spent by councils without real change being effected which is a question for the wider sector, not just adur and worthing.	Joint	February 2025 - This risk will be closely monitored by CLT in order to ensure that it is managed as well as possible.	CLT	February 2025	Catherine Howe	Major	Very Likely	High	New Risk added February 2025
Corporate	Core	C10	Corporate income and debt collection risks relating to a number of system, procedural and capacity issues to collect income	Joint	February 2025 - We now have an Income Team in place to drive forward this work corporately. Their function is three-fold: i) To help map and build infrastructure to improve debt collection; ii) to increase debt collection focusing debt reaching statute barred and iii) to develop more joined up person centred debt collection methods, in alignment with our corporate debt policy. This is now being reported into the Thriving People Mission Board. The Income Team have pulled data together on the overall debt picture. They are working with other income collecting teams - starting with Housing Needs -to understand and address any issues with income collection including ensuring standard operating procedures are set up and processes for income collection are mapped and improved. There are a number of significant issues and risks being picked up including system issues and a lack of operating procedures relating to Adur Homes and Housing Needs. Work is underway to address this through service redesign (right staff and capacity), systems improvement, process mapping the work, developing processes and the use of data. The Corporate Debt policy review is delayed but will be updated by Spring.	CLT	Sept 2024	Tina Favier	Moderate	Moderate	Medium	No change

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Corporate	Core	C11	Council Finances - Risk that Councils finances will continue to be under pressure	Joint/ Adur/ Worthing	<p>February 2025 - Council finances continue to be under severe pressure, an issue widely experienced across local government. Budget position for 2025/26 is a balanced Adur budget with Worthing applying to the government for support through the Exceptional Funding Support Scheme to balance a £2m budget gap due to ongoing financial challenges set out below. The 2024/25 forecast position at January 2025 was that Adur will be within budget but Worthing will overspend and need to draw on limited reserves.</p> <p>Key areas of financial challenge/risk identified are.</p> <ul style="list-style-type: none"> - Housing Needs (Homelessness) - Increased cost pressures due to increased demand and a shortfall in central funding through the HPG grant allocation. In discussion with MHCLG regarding this issue and the need to increase this funding. - Housing Benefit Subsidy - increase in overall demand (TA) and an Increase in the supply of exempt housing (supported accommodation) where subsidy is limited and the differential cost met by the councils. Officers are in discussion with MHCLG and DWP central departments and in communication with other local authorities to establish actions that can be taken to mitigate and control this risk. - Planning income - reduction in large applications means income is falling short of the budget. The government has announced an increase in the small application fee levels but the actual income level will dependent on demand. - Building Control Income - shortfall in resources within the team have reduced the income within the service. Active recruitment with a part time manager resource now in place. <p>The 2025/26 budget includes both growth against the Housing Needs and Housing Benefit budgets and a reset of the Planning and Building Control income targets. To mitigate financial pressures in year 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 within reserve levels. Organisational redesign work is expected to achieve the predicted savings. A Budget Management Group meets weekly to review spend requests above £25k, and sub £25k requests are being considered daily by a triage group. Staffing budgets are very carefully controlled. Controls will remain in place for 2025/26.</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 remains in a critical state as a result of pressures in previous years but the current budget is designed to gradually replenish reserves over the next 5 to 10 years.</p>	CLT	2016	Emma Thomas	Major	Very Likely	High	No change

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Corporate	Core	C12	Our People - resource levels, health & wellbeing, skills and learning	Joint	<p>February 2025 - 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>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> <p>March 2025 Staffing We have redesigned our services in a way that help us achieve our priorities and be financially resilient. We have adopted a consistent approach to redesigning so that staff, unions and CLT can inform what is the best model for delivering the savings in a way that helps us adapt to new challenges and manage our workloads.</p> <p>Staff wellbeing Post-redesign support helps staff adapt to new roles, with engagement through briefings, workshops, and lunch & learns. Wellbeing is prioritised through support from our employee assistance programme, mental health first aiders, a new onboarding process and buddies, as well as targeted support for staff in specific roles such as trauma-informed training.</p> <p>Skills development We are rolling out our new skills framework through skills audits, personal development planning and targeted learning & development. We have also developed capabilities pathways on digital, participation and commercial to enable staff to strengthen their skills in these key areas which will support them to adapt to changing labour market challenges & opportunities, including devolution.</p> <p>This ensures our resourcing, wellbeing and skills development continue being supported despite financial pressures, creating an adaptive, participative and resilient workforce.</p>	CLT	Nov 2022	Catherine Howe/Noel Hatch	Moderate	Moderate	Medium	Improved

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Corporate	Core	C13	Emergency response - Risk of capability to respond to emergency incidents	Joint	February 2025 - All relevant emergency plans in date. Strategic Duty Officers have received video training. December Emergency planning audit completed with some recommendations. Working on this at present as below. 1. Devising and implementing Strategic level exercise for July 2025 2. Devising rest centre training and dates will be available for staff Q2 to attend. 3. Emergency contacts audited and fully updated for expedited alerts upon receipt of an emergency.	CLT	March 2018	Jan Jonker/Lloyd Harris	Major	Moderate	Medium	Improved
Corporate	Core	C14	Compliance with UK GDPR and Data Protection Act 2018	Joint	February 2025 - 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	May 2018	Jo Lee	Moderate	Moderate	Medium	Improved
Corporate	Core	C15	Risks to service delivery due to pace of change.	Joint	February 2025 - 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. March 2025: Improved programme oversight The Major Programmes Board (MPB) provides strategic direction, ensuring projects align with organisational priorities and financial constraints. It approves significant projects, resolves issues, and monitors performance. Mission boards and delivery structure: Mission boards manage workstreams, ensuring realistic and capacity-neutral prioritisation of projects. They oversee savings delivery, coordinate service risks, and provide regular reporting to MPB. Multi-disciplinary teams (MDTs) bring together service managers, project managers, and business partners to share learning and improve delivery. Risk management and governance: A two-stage project approval process ensures feasibility before committing resources. Project Packs, including risk registers and savings trackers, are mandatory for all live projects. Corporate risks are monitored at mission boards and reported to MPB. Workforce capacity and process efficiency: A digital project management system is being introduced to handle workload more effectively. A core services group supports mission boards, providing expertise in finance, procurement, legal, and digital services. Continuous improvement and engagement: Regular highlight reports, structured decision-making, and clear governance reduce risks linked to the pace of change, ensuring adaptability and resilience in service delivery.	CLT	July 2023	Noel Hatch	Major	Likely	High	Improved

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Corporate	Core	C16	Risk of not meeting our duties under the Equality Act	Joint	<p>February 2025 - 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. Launches week of 4 February 2025. Funding obtained for an Inclusion Lead. Cost of living community fund will launch in February 2025.</p> <p>March 2025: Inclusion Lead starting and will develop a work programme on how we can better support inclusion and safeguarding for 2025/26. We have concluded our engagement to shape our future priorities for the VCSE infrastructure support with over 200 insights across diverse groups, including an intergenerational panel. The procurement has now launched with a focus on inclusive and diverse participation. We have also launched Kitchen Table – a programme to better enable groups to be able access funding and support to tackle cost of living and inequalities.</p>	CLT	January 2024	Noel Hatch	Moderate	Likely	Medium	Improved

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Corporate	Core	C17	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>February 2025 - 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>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	January 2024	Chris Maughan	Moderate	Moderate	Medium	No change
Corporate	Environment	C18	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>February 2025 - 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 February 2025. 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. Further funding opportunities to decarbonise the crematorium are being explored. 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	January 2020	Paul Brewer	Major	Likely	High	No change

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Corporate	Environment	C19	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>February 2025 - 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. There remains uncertainty regarding funding for the new service, the costs of which cannot be met from existing council budgets. Capital funding has been announced and allocated (for vehicles and containers) but the previous government did not make announcements regarding implementation or revenue costs before the election.</p> <p>In July 2024, JSC approved the decision to continue with the planning for the roll out of the service, with a cap on revenue spend (75% of the total cost of the service) to minimise the risk of a shortfall in funding. The service will be rolled out to higher density housing in the first instance, with funding options being explored to encourage community and home composting for those areas which may not be included in the first phase.</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. The commercial service is actively engaging with businesses to advise them of the changing requirements and offering the additional services.</p>	CLT	January 2024	Jan Jonker	Major	Likely	High	No change
Corporate Opportunities												
Corporate		C20	Opportunity for the organisation to make the best use of opportunities to work with partners (including at a local level, sub-regional level, in particular in terms of devolution)	Joint	<p>Adur & Worthing Councils have joined with local authorities across Sussex to ask the government to consider handing over more powers and more funding for our communities. The councils have joined Brighton & Hove City Council and every district and borough council in West Sussex to express their interest in devolved powers for Sussex. The expression of interest sets out a commitment to working together with all local authorities and partners to find the best solution for Sussex. The government will now consider the application which is the first step in the process and Adur & Worthing Councils will keep residents and businesses updated as discussions take place.</p> <p>The organisation is represented in discussions at a sub-regional level through the West Sussex leaders and CEX groups and by the participation of both Leaders in the Greater Brighton Economic Board.</p> <p>A&W is also developing & coordinating programmes with significant sub-regional opportunity such as Sussex Bay, which can provide a platform for further collaboration and pooling of resources across this geographical footprint.</p> <p>A&W is also active in shaping regional decisions, including Transport for the South East via Cabinet Member and Senior Officer on its Board.</p> <p>Further work will be developed for a strategic approach that outlines how best A&W can use each geographical footprint to deliver its priorities and ambitions over the coming years and make the best use of the levers & resources of partners to deliver shared priorities. This will include the development of an offer for partners to collaborate in the development and delivery of A&W missions and the development of tools & governance that support improved partnership working across the organisation. All of these activities provide a strong foundation for A&W planning an active role in shaping devolution opportunities as they are emerging from new government policy.</p>	CLT	January 2024	Catherine Howe	Moderate	Moderate	Medium	Improved
Corporate	Core	C21	Devolution - With greater levels of power and resource being passed to Mayors there is an opportunity to make more relevant and effective decisions for our places	Joint	February 2025 - Sussex areas accepted onto the Government fast track priority programme and discussions ongoing to develop proposals.	CLT	February 2025	Catherine Howe	Major	Moderate	Medium	New Opportunity added February 2025

