



ADUR & WORTHING  
COUNCILS

Ward(s) Affected: N/A

**Risk & Opportunity Management Update**

**Report by the Director for Digital & Resources**

**Executive Summary**

**1. Purpose**

- 1.1 This report provides updates on the management of the Councils' risks and Opportunities.

**2. Recommendations**

- 2.1 That the progress in managing risks and opportunities be noted;
- 2.2 That the Committee consider if it would like any further information on any of the Risks and Opportunities; and
- 2.3 That the Committee agree to receive a further progress report in May 2020.

**3. Context**

- 3.1 The Committee has previously requested that progress update reports on the management of the Councils' risks and opportunities should be reported to the Committee to assist it in its role monitoring the effective development and operation of risk management and corporate governance in the Councils. The Committee has also requested that more detailed information be provided on

the 'High/Red' Service Risks for each Directorate. The last report to the Committee was on 24 September 2019.

#### **4. Issues for consideration**

- 4.1 Progress continues to be made to monitor and review the full Risk and Opportunity registers. Corporate Risks and Opportunities, which reflect the aims set out in Platforms for our Places are reported quarterly to the Councils Leadership Team. The Joint Strategic Committee also receives an annual summary report on the management of the Corporate Risks and Opportunities. Service Risk registers are regularly updated in consultation with Directors, Heads of Service and Departmental Management Team meetings.

#### **5. A Summary of the Risk and Opportunities Management updates**

- 5.1 A summary of the main changes to the Risks and Opportunities since the last updates report in September 2019 is included in the table attached as Appendix A to this report. At the request of the Committee, this report also includes details of the mitigation measures in place for all 'High/Red' Risks (Corporate and Service) and these are attached at Appendix B to the report.
- 5.2 The number of 'High' Risks now reported is 6 Corporate and 8 Service (4 for Financial Services and 4 for Housing Services) - Another Corporate Risk has been added since the last report which relates to Climate Emergency issues. Updates on changes to the Risks and Opportunities including any added or removed are included in Appendix A to this report. This work continues to highlight the good practice being followed across the organisation in the management of Risks and Opportunities and the importance of risk and opportunity management.

#### **6. Engagement and Communication**

- 6.1 The Councils Leadership Team have been consulted on the production of this report.

#### **7. Financial Implications**

- 7.1 There are no direct financial implications as a result of this report but there are some financial implications if the Risks/Opportunities occur.

## **8. Legal Implications**

- 8.1 There are no legal matters arising as a result of this report. The Joint Governance Committee does have responsibility for receiving the annual risk report and also for monitoring the effective development and operation of risk and opportunity management.
- 8.2 Risk and Opportunity management is an important element in ensuring that service delivery objectives are achieved.

## **Background Papers**

Adur and Worthing Councils Risk and Opportunity Management Strategy - 2018 - 2020

Risk & Opportunity Management updates report to Joint Governance Committee - 24 September 2019

## **Officer Contact Details:-**

Mark Lowe

Scrutiny & Risk Officer

Tel: 01903 221009

[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered. The Risks and Opportunities are directly linked to the projects and work streams that have been in place to help deliver the commitments and activities contained in the Councils strategic vision 'Platforms for our Places'. Some of these will impact on the economic development of the areas if they occur.

### **2. Social**

#### **2.1 Social Value**

Matter considered. Some of the Risks and Opportunities do impact on communities.

#### **2.2 Equality Issues**

Matter considered. Some of the Risks and Opportunities refer to equalities issues.

#### **2.3 Community Safety Issues (Section 17)**

Matter considered. Some of the Risks and Opportunities may relate to crime and disorder issues.

#### **2.4 Human Rights Issues**

Matter considered and no direct issues identified.

### **3. Environmental**

Matter considered. Some of the Risks and Opportunities may impact on environmental issues.

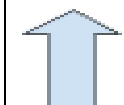
### **4. Governance**

Matter considered. As part of good governance the Councils need to manage Risks and Opportunities. The Councils Risk and Opportunity Management Strategy sets out clear governance controls for the management of Risks and Opportunities and part of these include provision for the Service Risks and Opportunities to be considered three times a year by the Joint Governance Committee.

Updates on Risk and Opportunity Management

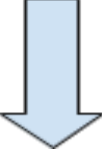
Risk & Opportunity Management Dashboard	September 2018 update	January 2019 update	May 2019 update	September 2019 update	January 2020 update
Number of Corporate Risks & Opportunities	Risks 9 Opportunities 5	Risks - 9 Opportunities - 5	Risks- 9 Opportunities - 5	Risks - 9 Opportunities - 5	Risks - 10 Opportunities - 5
Number of Service Risks & Opportunities	Environmental Services - 8 Risks Housing - 8 Risks/2 Opportunities Wellbeing - 7 Risks Business & Technical Services - 5 Risks Customer & Digital - 9 Risks Financial Services - 7 Risks/1 Opportunity Human Resources - 5 Risks Legal Services - 2 Risks/1 Opportunity	Environmental Services - 4 Risks Housing - 8 Risks/2 Opportunities Wellbeing - 5 Risks Business & Technical Services - 5 Risks Customer & Digital - 8 Risks Financial Services - 7 Risks/1 Opportunity Human Resources - 5 Risks Legal Services - 2 Risks/1 Opportunity	Environmental Services- 5 Risks Housing - 8 Risks/2 Opportunities Wellbeing - 5 Risks Business & Technical Services - 5 Risks Customer & Digital - 8 Risks Financial Services - 7 Risks/1 Opportunity Human Resources - 5 Risks Legal Services - 2 Risks/1 Opportunity	Environmental Services - 5 Risks Housing - 8 Risks/2 Opportunities Wellbeing - 5 Risks Business & Technical Services - 5 Risks Customer & Digital - 8 Risks Financial Services - 7 Risks/1 Opportunity Human Resources - 5 Risks Legal Services - 1 Risk	Environmental Services - 4 Risks Housing - 8 Risks/2 Opportunities Wellbeing - 5 Risks Business & Technical Services - 6 Risks Customer & Digital - 7 Risks Financial Services - 7 Risks/1 Opportunity Human Resources - 5 Risks Legal Services - 1 Risk

	Revenues & Benefits - 5 Risks Culture - 12 Risks/5 Opportunities Major Projects & Investment - 9 Risks Place & Economy - 3 Risks Planning & Development - 17 Risks/1 Opportunity	Revenues & Benefits - 5 Risks Culture - 12 Risks/4 Opportunities Major Projects & Investment - 10 Risks Place & Economy - 5 Risks Planning & Development - 17 Risks/1 Opportunity	Revenues & Benefits - 5 Risks Culture - 11 Risks/4 Opportunities Major Projects & Investment - 10 Risks Place & Economy - 5 Risks Planning & Development - 18 Risks/1 Opportunity	Revenues & Benefits - 4 Risks Culture - 11 Risks/4 Opportunities Major Projects & Investment - 10 Risks Place & Economy - 5 Risks Planning & Development - 19 Risks and 1 Opportunity Leisure - 1 Risk	Revenues & Benefits - 4 Risks Service no longer part of the Councils Major Projects & Investment - 10 Risks Place & Economy - 6 Risks Planning & Development - 18 Risks and 1 Opportunity Leisure - 2 Risks
<b>Number of High Risks on Service Registers</b>	Housing - 4 Financial Services - 3 Major Projects & Investment - 1	Housing - 4 Financial Services - 4	Housing - 4 Financial Services - 4	Housing - 4 Financial Services - 4	Housing - 4 Financial Services - 4



Risks where assessment score has increased since the last report

None.

 <p>Risks where assessment score has reduced since the previous report.</p>	<p>None</p>
<p>New Risks/Opportunities added since last report</p>	<p>Corporate Risk - Climate Emergency - High Risk</p> <p>Business &amp; Technical Services - Failure to replace seafront groynes. Now working with Project lead (Environment Agency) on options appraisal and funding opportunities - Medium risk</p> <p>Place &amp; Economy - Seafront observation wheel - Risk that Operator exits at the end of the contract in response to revenue pressures - Medium Risk</p> <p>Leisure - Competition in the leisure industry - Impact on the Worthing and Adur leisure trusts - Medium Risk.</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Environmental Services - Not fit for purpose ash processor and ash transfer table - Risk removed because new equipment now in place.</p> <p>Customer &amp; Digital - Digital Project Management approach - Risk removed on the basis of effective Project Management framework now in place in the service.</p> <p>Planning and Development - Building Control skills shortage - Risk to be removed on the basis that the Service now has a full complement of experienced officers.</p>





## APPENDIX B

### Joint Governance Committee - 28 January 2020

#### Corporate 'High' Risks

<u>Risk</u>	<u>Internal Controls</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>
<p><b><u>Council Finances</u></b></p> <p>Council finances continue to be under pressure after several years of reducing income from central government. The councils have set balanced budgets every year, and do not rely on reserves to do so. A recent LGA Peer Review also found that a series of plans and strategies are in place to address challenges going forward, although there remains a projected shortfall currently for 2020/21. The councils' reserves position is in the lower quartile of SE Districts and the position needs improvement.</p>	<p>January 2020</p> <p>The Councils have again set a balanced budget addressing both the challenge of falling income from Government and the budget pressures resulting from County Council pressures.</p> <p>The Councils await the outcome of the fairer funding review and continues to both lobby for a good level of retained business rates and develop a budget strategy to mitigate the risks.</p> <p>May 2019</p> <p>A five year financial strategy is in place and is regularly refreshed. The strategic strands of property investment, commercial income, digital, and temporary accommodation acquisition are progressing well, evidenced in various reports to committee. However there are uncertain additional pressures in play, particularly from budget cuts expected at West Sussex County Council, and continued uncertainty around the timing of the comprehensive spending review and fairer funding review.</p> <p>Significant additional pressures have recently been identified from WSCC.</p> <p>Following the recent LGA Finance Peer Review, delivery of the improvement plan is progressing well and includes:</p> <ol style="list-style-type: none"> <li>1. Releasing strategic finance capacity by modernising financial management processes and systems</li> <li>2. Applying suggested technical accounting measures to release capacity in the budget to commit to reserves and use cash flow to reduce the borrowing</li> </ol>	<p>Major</p>	<p>Likely</p>

	<p>requirement</p> <p>3. Reviewing the existing plan for strategic initiatives, and making the case for additional resources on an invest to save basis to bring delivery of some projects forward. For example investment on a post to boost sales and marketing in environmental services was recently agreed.</p> <p>An experienced business coach has recently been commissioned to provide commercial support and skills building for all senior managers, helping them develop business plans for 2020/21.</p>		
<p><b>Welfare Reform</b></p> <p>'Welfare Reform' is used to cover a range of issues in particular:</p> <ul style="list-style-type: none"> <li>• Changes to how benefits paid to those who are working to incentivise work.</li> <li>• Changes to the maximum level of benefits paid to families and individuals who are not working</li> <li>• Changes to how working age benefits are paid and a shift to one benefit package 'Universal Credit' (UC)</li> <li>• Benefits being administered largely by central government as opposed to local government - UC administered by DWP vs Housing Benefit by local authorities.</li> <li>• UC being paid monthly, to an individual person or family member, into a bank account.</li> <li>• Benefits for young people and single people reduced</li> <li>• Benefits for larger families reduced</li> </ul> <p>The impact of these changes are still working through the system but in areas where Universal credit has been rolled out fully the following effects have been reported.</p> <ul style="list-style-type: none"> <li>• 5-6 weeks gap before UC is paid (in some cases longer)</li> <li>• Local systems unable to track individuals in need, as the system is centralised and data is no longer available</li> <li>• Housing costs not being met by the level of out of work benefits</li> </ul> <p>The impact for the Councils of this is potentially on two fronts, increased homelessness presentations and/or</p>	<p>January 2020 -</p> <p>The rollout of Universal Credit continues to have a limited impact in reducing the number of live Housing Benefit claims (the monthly caseload change for both Councils averages approximately -0.5%).</p> <p>The "benefits freeze" will end in April 2020 - see <a href="https://www.bbc.co.uk/news/uk-politics-50278634">https://www.bbc.co.uk/news/uk-politics-50278634</a></p> <p>September 2019-</p> <ul style="list-style-type: none"> <li>• DWP have now taken the lead in arranging a multi-agency group to provide an opportunity for all partners to collaborate on this work</li> <li>• Continued partnership work to identify and work those most at risk, embedded in work such as 'Preventing Homelessness' ; Going Local - Social prescribing and</li> <li>• Internal service reviews</li> </ul> <p>The Government has announced that from April 2019 the digital and budgeting support that is provided to residents will be provided nationally by Citizens' Advice and funded directly by the Government.</p> <p>A video is available on the Councils web pages to help local communities better understand the new benefit.</p> <p>The DWP roll out of UC has been further delayed (for the transfer of existing claimants onto the new benefit) and timetables for this are still awaited.</p> <p>At present information is that the impact is slow and although there are clearly individuals who have found the new process challenging and one of the biggest ongoing risks is related to housing costs and homelessness.</p>	<p>Major</p>	<p>Very Likely</p>

<p>reduced rental income for Adur Homes. This is compounded by the year on year reduction in social rents by 1% which also reduces the financial income for Adur Homes.</p> <p>Recent agreements to cut budgets from WSCC lines - e.g the Local Assistance Network funding; Supported Housing and IPEH (Universal services) may also impact in these areas.</p>			
<p><b><u>Housing supply</u></b></p> <p>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.</p> <p>Emergency/Temporary Accommodation - the lack of EA/TA supply at LHA rates means that the Councils are paying for costly B&amp;B accommodation whilst assessing customers for statutory obligations.</p> <p>The lack of move on accommodation at LHA rates means there are blockages in TA</p> <p>The lack of suitable/affordable private sector rented accommodation is placing more pressure on the Councils in terms of demand and budgets.</p> <p>Planning applications are subject to an increasing level of scrutiny, including both the level of affordable housing and the tenure mix.</p>	<p>January 2020</p> <p>EA/TA</p> <ul style="list-style-type: none"> <li>• Budget estimates for 19/20 are that ADC will be considerably underspent on its EA/TA budget and that WBC will be on target. This is down to arrangements that have reduced the cost of nightly paid accommodation for those in need as well as continued efforts to prevent homelessness at the earliest possible juncture, despite the growing numbers presenting to A&amp;W councils</li> </ul> <p>Specific examples:</p> <ul style="list-style-type: none"> <li>• Several long term lease arrangements for TA have been agreed and more are being explored.</li> <li>• Two properties have been purchased by WBC, one (Downview Phase 1) will be ready for occupation in early 2020, phase 2 will commence on site in the spring of 2020 and the tender process for Rowlands Road has now completed.</li> <li>• HRA properties at Albion Street in Adur to be converted to provide TA in the district</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• Councils are supporting other projects - e.g. Lyndhurst Rd and using the empty homes grants to support landlords to bring on line more properties</li> <li>• Opening Doors - Full service went live in June 2019 - all placements to date have been 100% successful</li> <li>• Adur Homes - Cecil Norris House construction is underway - procurement complete for Albion Street, further reports on these will be presented at JSC in coming weeks</li> <li>• WBC reviewing its own land for use</li> <li>• MHCLG funding to support Rough Sleepers - ongoing with 50% reduction in Rough sleeping</li> </ul> <p>The adopted Local Plan for Adur has identified key strategic housing sites and planning applications have been submitted to and or approved on the following sites which will</p>	<p>Major</p>	<p>Very Likely</p>

	<p>deliver a significant level of housing and affordable housing to meet future housing needs:</p> <ul style="list-style-type: none"> <li>● New Monks Farm (600 homes inc. 180 affordable homes)</li> <li>● West Sompting (520 homes inc. 156 affordable homes)</li> <li>● Western Harbour Arm (Free Wharf 540 inc. 162 affordable)</li> </ul> <p>To assist the delivery of these sites the Council has worked with the developers and has helped to secure over £20 million additional public sector funding from the LEP and Homes England. The Council has also contracted to sell the Civic Centre site to a Registered Provider to deliver 170 affordable homes on the site of the former Council offices.</p> <p>The emerging Local Plan for Worthing is looking at allocating key green and brownfield sites to help increase the level of housing to help meet future housing needs. The Council has also been active to secure LEP and Homes England funding (over 15 million) to help deliver the following brownfield sites and ensure the delivery of affordable housing:</p> <ul style="list-style-type: none"> <li>● Teville Gate</li> <li>● Union Place</li> <li>● Grafton</li> </ul> <p>In addition, in view of the Council's housing need Worthing Council has agreed to bring forward two greenfield sites in advance of the Local Plan (West Durrington (Phase II) and Fulbeck Avenue). These two sites have the potential to bring forward 400 new homes including 120 affordable homes.</p> <p>Worthing is also reviewing its Community Infrastructure Levy in view of concerns that it is affecting the delivery of affordable housing on brownfield sites.</p>		
<p><b><u>IT Disaster recovery</u></b></p> <p>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.</p>	<p>January 2020</p> <p>Work to migrate servers to a cloud hosted solution is progressing which is reducing the services hosted on the internal data centre and this work will be assisted by the appointment of a Security Consultant in the next few months to review Security provision.</p> <p>September 2019 -</p> <p>Business Continuity plans are in place for every service detailing what actions will be taken in the event of IT failure, and a Business Continuity working group meets regularly to drive continuous improvement of our response plans and incident readiness.</p>	<p>Extreme</p>	<p>Moderate</p>

	<p>Reports to JGC on a regular basis.</p> <p>Power outage DR test successfully completed in June 2018. Recommendations have been implemented. Results of DR test and future Risk Management plans reported to JGC in July 2018 and report in September 2018. Annual Network security test carried out successfully and being implemented.</p> <p>The cloud migration project is progressing, which involves moving applications out of the Town Hall data centre and into secure hosting with Amazon Web Services. We plan to migrate all document storage to Google Team Drive, taking the opportunity to review files and address GDPR compliance.</p> <p>The Senior Management Team recently undertook training via Sussex Police on cyber security where our technical approach was praised and ongoing needs for awareness raising and training for staff were confirmed. An awareness programme is in development.</p>		
<p><b><u>Major Projects delivery</u></b></p> <p>Unlocking major development can be complex and take some time to deliver. The successful delivery of a major scheme will often depend on economic conditions over an extended period.</p> <p>Delivering major schemes has a major reputational impact - it impacts directly on investor confidence and is afforded a high priority by local communities.</p>	<p>January 2020</p> <p>The Councils have embarked on an ambitious programme of development that makes the best use of their existing assets and commits to forming effective partnerships with other landowners and investors. This will help to 'de-risk' projects and create the right conditions for development to take place. For example, Worthing Borough Council has entered into a Land Pooling Agreement to help de-risk the development of Union Place and secure access to the agencies and skills necessary to deliver.</p> <p>Both councils have used Local Growth Fund monies to deliver the necessary infrastructure to support development. The councils have also played a pro-active role in supporting Coast to Capital in the development of a Strategic Economic Plan to ensure that their priorities for the development of major projects are represented and therefore, more likely to benefit from future public funding.</p> <p>The councils have provided clear and unambiguous signals to the development sector about their intentions and commitment to deliver. A dedicated team has been established to manage the major projects and capital budgets adjusted to reflect the priority attached to this work. Regular monitoring of progress provides oversight and formal reporting to the relevant executive councillors; internal project groups and formal Committee meetings takes place to oversee progress.</p>	Major	Likely

<p><b>Climate Emergency</b> <b>Climate Emergency</b></p> <p><b>Council response to the Climate Emergency needs to be threefold;</b></p> <p><b>1) Mitigating climate change</b> Through reducing greenhouse gas emissions from council activities, working towards the carbon neutral target made as part of the Climate Emergency Declaration, and through working towards 100% clean energy for Adur &amp; Worthing under the UK100 Cities Pledge.</p> <p><b>2) Adapting to climate change;</b> By working across the council services and estate and with local stakeholders and partners to provide environmental resilience across Adur and Worthing and the South East. Measures required include</p> <ul style="list-style-type: none"> <li>• Addressing drought and heatwave planning, addressing urban heat island effect, increasing green infrastructure, addressing wildfire risk.</li> <li>• Preparing for tidal and storm surges, heavy rainfall and wind events, addressing risk of coastal, surface and river flooding through sustainable drainage, natural flood management, coastal defences, flood resilience.</li> <li>• Preparing for extreme cold events.</li> </ul> <p><b>3) Preparing for more frequent extreme climate events and impacts</b> Through emergency planning and developing resilience in the short and long term, and the ability of the council to respond to crisis situations in conjunction with the emergency services and other partners.</p> <ul style="list-style-type: none"> <li>• Preparing for risks of damage to properties and infrastructure as well as risk to public health and safety from extreme weather events.</li> <li>• Developing resilience in local food, transport, energy and water systems and the built environment.</li> <li>• Lobbying government for a more robust approach to the multiple threats of climate change.</li> </ul>	<p>January 2020</p> <p>Rapid progress has been made since the councils declared a climate emergency in July 2019.</p> <ul style="list-style-type: none"> <li>• Detailed Carbon Reduction Plan approved Dec 2019</li> <li>• Sustainable AW framework approved Dec 2019</li> <li>• Zero2030 conference arranged for March 2020</li> <li>• Work being commissioned for area wide carbon emissions analysis</li> <li>• Work being commissioned on offsetting options</li> <li>• £32m smart hubs project underway, delivering multiple renewable energy projects in Worthing and Shoreham</li> <li>• Food networking event held Oct 2019</li> <li>• Climate Assembly approach agreed, starting late spring 2020</li> </ul>	<p>Major</p>	<p>Likely</p>
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## Communities Directorate High Service

### Risks and Projects

#### Housing

<u>Risk</u>	<u>Potential Effect</u>	<u>Internal Controls</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>
1. Compliance - Fire, Gas, electrical and water quality (Adur Homes)	<p>1. Death/injury/illness. - Fire/safety related; - water borne disease (legionella)</p> <p>2. Potential legal action and-or claims. - Legal action against accountable staff (up to Head of paid Service) - compensation and or other claims for injury etcl</p> <p>3. Financial risk -Of managing service failure and loss of accommodation</p> <p>4. Reputational risk -see above</p> <p>5. Loss of use of premises and personal impact to tenants as well as operational and financial risk to councils - see above</p> <p>6. Court judgement relating to BSW case. Judge found in favour of contractor and Council requested to make a fee. Wider impact risk now because two other contracts awaiting adjudication.</p> <p>1-5 Can result from a failure to comply with regulatory standards around Fire/Gas/Electrical and Water Safety and/or implement action plans agreed with WSFR and other bodies.</p>	<p>Fire Safety Risk manager is overseeing the completion of all Fire Risk Assessments across HRA properties - these will be completed by Feb 2020.</p> <p>All actions emanating from these assessments are being categorised and prioritised.</p> <p>New Fire Safety and compliance officer role is being created to support the strategic/lead Manager role</p> <p>Capital programme contract for fire safety - sheltered accommodation - has been awarded and will start on site in Feb 2020</p> <p>Contracts to replace and upgrade community alarm systems has been awarded</p> <p>General Blocks Fire safety works contract out to tender</p> <p>Door replacement programme continues Engagement with leaseholders to identify and support them to bring their doors into compliance with the current legislation, is also ongoing.</p> <p>Fire safety actions being included in all other capital programme activities</p> <p>Fire Safety Policy reviewed and updated</p>	Extreme	Moderate

		<p>Quarterly meetings being held with WSFRS.</p> <p>Adur Homes and Council Business &amp; Technical Services Teams continue working together to deliver a range of compliance projects eg. Fire doors/landlord electrical - Smoke detection and emergency lighting.</p> <p>Water tanks now inspected and plan in place to replace them when necessary.</p> <p>Gas safety monitoring and compliance at 99.7%. New contract has been implemented.</p>		
2. Rising costs of emergency and temporary accommodation	<p>Increased pressure on general funds</p> <p>Councils have to spend money on expensive B&amp;B type accommodation.</p>	<p>Both Adur and Worthing Councils have created funds specifically for the acquisition and renovation of properties to provide cost effective, local temporary accommodation for families and individuals in need.</p> <p>Actively working with landlords to increase supply Held open day in March 2018 to attract new landlords and to develop landlord incentive scheme. Opening Doors now launched.</p> <p>Change in approach to homeless prevention Including priority banding for those who would be owed a duty if they can make their own arrangements.</p> <p>Community homelessness strategy (Aim to make homelessness everyone's responsibility).</p> <p>Provide people with more information on choices so that they can help themselves.</p> <p>Allocated a dedicated housing solutions officer dedicated to working with clients who are interested in private sector housing as an option (prevention)</p> <p>Joint project with Worthing Churches Homeless Project/Roffey Homes and the Council at Lyndhurst Road in Worthing to create new temporary accommodation - 37 units - 18 for the Councils. For</p>	Major	Very Likely



		<p>new contracts with WSCC, these rooms will be incorporated into Turning Tides general provision.</p> <p>Team is handing back expensive leases and taking new, more affordable properties. 50 new SLA/Leased properties so far with 37 more in the pipeline.</p> <p>Parkfield scheme. Grant funding Worthing Homes to convert old children's centre into four flats (Homeless Prevention) complete and nominations to these properties are lined up.</p> <p>Purchase of Downview pub site in west worthing agreed - has planning permission to convert into residential (13 units) to be used as temp accommodation.</p> <p>Purchase of property at Rowlands Road.</p> <p>Pilot project underway. Private rented scheme to work with landlords.</p> <p>Director for Communities has set up a monthly overview steering group to help break down temporary accommodation problems.</p> <p>Housing Solutions Team restructuring - More emphasis on temporary accommodation reduction.</p> <p>Business Planning Workshop held to look at the issues of temporary accommodation and help drive down costs.</p> <p>New structure in place. Aquisition and landlord team now in place. Team responsible for negotiating private sector accommodation.</p> <p>Use of New Burdens: Additional HIPA being used to assist timely decision making and reduce TA provision for Relief Cases.</p> <p>Case management taking place to monitor decision making.</p>		
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<p>3. Overall Risk of increasing demand for housing advice and homelessness applications</p>	<p>Impact on front line service delivery for customer services in terms of Contact Centre and front line services from Portland House.</p> <p>Increased waiting time for housing advice and casework.</p> <p>Increased costs of temporary and emergency accommodation.</p> <p>Increased competition for limited affordable housing supply.</p> <p>Risk of not meeting legal obligations of the new Homelessness Reduction Act 2017</p>	<p>Triage system implemented to provide advice and guidance at the earliest opportunity to reduce presentations as homeless.</p> <p>Create more housing options for those at risk of homelessness via the housing solutions officer dedicated to seeking private sector accommodation</p> <p>Early identification of potentially vulnerable individuals and families to the development of multi agency pathways eg hospital discharge and care leavers. Better joint working with agencies to prevent crisis presentations.</p> <p>Improving Communication and digital offer to increase customer self service and understanding of alternatives with the aim to reduce administration and officer time processing applications.</p> <p>Working with partners across sussex in Sussex Home-Move Partnership to implement the new Home Connections System Better recording and case management.</p> <p>Improve the Housing Team performance.</p> <p>Trialling different methods of assessing people's needs.</p> <p>Capacity of Portland House being assessed.</p> <p>Service redesign - This has created 3 additional officer posts to provide advice.</p>	<p>Major</p>	<p>Very Likely</p>
<p>4. Housing Revenue Account - Financial sustainability as a result of Rent Reduction Policy and Rent collection levels - Impact on budget and service provision</p>	<p>1. Financial</p> <p>-Reduced ability to Invest in capital expenditure to maintain buildings and properties and new homes</p> <p>2. Operational</p> <p>- Limited ability to deliver good quality services and meet customer need</p> <p>-Ability to cover day to day repairs and maintenance</p>	<p>30 year business plan shows the potential to outlive the issues highlighted if the service is able to raise rents post 2020</p> <p>Reviewing what services we offer with the budget available.</p> <p>Prudent management of revenue budget</p>	<p>Major</p>	<p>Likely</p>

	<p>3. Business Sustainability/failure</p> <p>-deficit budgets set for forthcoming years, any further uncertainty could result in business failure</p> <p>Background - Until 2020 the Government requires all social housing providers to reduce their rents by 1% each year.</p> <p>This creates a financial pressure over the next 3 years.(£0.68m in 2018/19 and by 2020/21 this will have increased to £1,944,000)</p> <p>Arrears level is running at 3.19% (£452,202). Good practice benchmark is 1%.</p> <p>Loss of income to the HRA.</p> <p>Use of reserves.</p>	<p>AH Improvement Plan focus on reducing rent arrears and being monitored monthly by Head of Service and Operations Manager.</p> <p>Engagement with Wellbeing and Housing Solutions staff to promote budgeting and financial inclusion strategies.</p> <p>Income streams review taking place.</p> <p>Planning to increase rent by 2.7% in the next Financial Year and for next years there will be increases at CPI plus 1%.</p>		
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## **Digital & Resources Directorate High Service**

### **Risks and Projects**

#### **Financial Services**

<b><u>Risk</u></b>	<b><u>Potential Effect</u></b>	<b><u>Internal Controls</u></b>	<b><u>Impact</u></b>	<b><u>Likelihood</u></b>
<p>Risk to overall financial position - Known areas of risk within the budget eg Income from demand led services, outcomes of job evaluation, Pay award higher than assumed.</p>	<p>1. Go over budget 2. Do not have resources to meet priorities.</p>	<p>Council holds reserves to manage the risk of lost income.</p> <p>Where a service has been identified as being at risk a close monitoring regime is put in place.</p> <p>The enhanced monitoring for CLT for areas of commercial risk is continuing. .</p> <p>Proactive control of discretionary spend implemented to help resolve areas of overspend within the budget.</p> <p>New budget management strategy in place to build reserves and to better manage risks.</p>	<p>Major</p>	<p>Likely</p>

<p>Future spending requirements are under-estimated - Budgets are insufficient to fund core costs leading to an overspend</p>	<p>Budgets are insufficient to fund core costs leading to an overspend.</p>	<p>Closely monitor progress through Budget/ Performance Monitoring. • Where issues are identified build into budget for the following year.</p> <p>Proactive management of discretionary budgets to manage in year pressures.</p> <p>Annual savings and budget exercise undertaken to reset budget and deal with areas of high pressure.</p> <p>Staffing budgets very carefully controlled.</p> <p>Rigorous process for establishing new posts. Other staffing controls – recruitment and selection. Controlling vacancy filling and monitoring against targets.</p>	<p>Major</p>	<p>Likely</p>
<p>Future resources from Government are less than assumed</p>	<p>Budget shortfall is understated leading to a greater level of savings. Particular issue in 21/22 Financial Year is likely due to fairer funding review.</p>	<p>Lobby Government for an appropriate resource distribution. • Take action to reduce the overall cost of services or increase income where possible.</p> <p>Government has moved to a 4 year settlement which gives the Councils greater certainty about grant levels.</p> <p>Councils have responded to new Business Rate retention scheme proposals.</p> <p>Councils have responded to the fairer funding review consultation.</p> <p>Councils have responded to the Local Government settlement consultation</p> <p>Councils have received a 1 year settlement for 2020/2021. Awaiting outcome of fairer funding review.</p>	<p>Major</p>	<p>Likely</p>

General risk of not finding significant budget savings from both Councils.	Impact on ability to balance the budget to deliver the Corporate Priorities and priority services.	Sufficient savings have been identified for 2020/21. Risk is now in the 2021/22 Financial Year..  Introduced Medium Term Financial Plan Tracker to check savings over 3 years.	Major	Likely
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