

Adur and Worthing: Fair, Green & Local Corporate Strategy - 2025-2028

Risks and Opportunities aligned with Missions

Corporate Risks and Opportunities register - Mission Based view

Risks and Opportunities	Mission type	Current rating
Climate emergency risk - Councils need to mitigate climate change, adapt to climate change and prepare for more frequent extreme climate events and impacts.	Place & Environmental Services	High Risk
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.	Place & Environmental Services	High Risk
Local businesses growth and prosperity may be reduced if the Councils are unable to source the necessary support to enable businesses to innovate and grow	Regeneration & Economic Growth	Medium Risk
WICC Development - Issues with the water system continue to delay the occupation of the building, creating financial and reputational risk, and drawing capacity away from other projects	Regeneration & Economic Growth	High Risk
<p>Risk - Strategic Property Investment Fund (SPIF) - Risk that the Councils fail to meet SPIF income targets which affects overall Council funds.</p> <p>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>	Regeneration & Economic Growth	High Risk
<p>Building Control - Implementation of new Building Safety Act. Risk of not being able to fulfil statutory BC duties.</p> <p>Reputational damage and impact to major development schemes requiring sign off.</p>	Regeneration & Economic Growth	High Risk
<p>Land charges migration to land registry - Risk of a loss of income and new responsibilities for accuracy of a third party system.</p> <p>Risks are that we will lose part of the transition grant payment for doing the work by grant retraction from the HMLR if the digital migration project doesn't complete on time.</p>	Regeneration and Economic Growth	High Risk
Risk that Adur Council will fail to comply with statutory health and safety obligations as a social landlord (Adur Homes)	Housing & Prevention	Medium Risk
Risk that due to the limited supply of affordable accommodation to meet the demand for households in	Housing & Prevention	High Risk

housing need there is an increased demand from households at risk of homelessness and our ability to meet our statutory duties. There is an increased use of temporary accommodation and demand for homeless services which is placing extreme pressure on the Council's financial position.		
Local Government reorganisation transition and other pressures - Risk that the formation of the new larger unitary presents a range of challenges, including workforce transition, service integration, ICT systems, third party contracts, asset management and a number of other key issues. The costs of the transition are also a key challenge given the financial positions of both Worthing and Adur. Regular and effective communication and engagement with staff, as well as appropriate support and training are critical requirements to reduce uncertainty and manage risks such as staff retention	LGR & Effective Resource Management	High Risk
Corporate income and debt collection team risks relating to a number of procedural and capacity issues to collect income. In addition, recent case law confirms only authorised officers to conduct litigation and attend court proceedings as required.	LGR & Effective Resource Management	High Risk
Council Finances - Risk that Councils finances will continue to be under pressure	LGR & Effective Resource Management	High Risk
Our Leaders & Managers risk - supporting our leaders and managers effectively is critical to ensure that they take ownership of the delivery of services and programmes and management of their teams.	LGR & Effective Resource Management	Medium Risk
Emergency response - Risk of capability to respond to emergency incidents	LGR & Effective Resource Management	Medium Risk
Compliance with UK GDPR and Data Protection Act 2018	LGR & Effective Resource Management	Medium Risk
Risk of not meeting our duties under the Equality Act	LGR & Effective Resource Management	Medium Risk
Risk that Local Government Reorganisation creates a democratic deficit and the Councils do not review neighbourhood governance arrangements	LGR & Effective Resource Management	Medium Risk
Devolution Opportunity - With greater levels of power and resources being passed to Mayors there is an opportunity to make more relevant and effective decisions for our places. Local Government reorganisation - This is a generational opportunity to rethink how local government is designed and delivered and create better long term stewardship of place	LGR & Effective Resource Management	Medium

Place and Environmental Services Mission

Risks and Opportunities	Current rating
Events - Large scale events facilitated by the Councils - The safe management of large scale events across Adur and Worthing. Potential damage to Councils reputations. Possible claims for damages and risk of injury.	Medium Risk
Failure to secure Private and Public Sector investment and deliver the same in line with funders expectations.	Medium Risk
Failure to have adequate monitoring and reporting arrangements in place. Failure to secure Government and other Local Authority and private sector funding may slow delivery on major regeneration projects and programmes.	

Failure to develop full business cases and deliver against funding and output profiles will put at risk Council reputation and credibility to secure future funding.	
Risk of not achieving commercial income connected with commercial activities (i.e. concessions, filming, land hire for events, Worthing Observation Wheel, markets and promotional activities in Adur). Risk includes the monitoring of key commercial lines of income across the Councils and supporting those services as appropriate. Risk that income targets for the Place & Economy Service are not achieved.	Medium Risk
Seafront Planning - Spatial planning of the seafront - risk of reputational damage if the interventions on the seafront aren't handled correctly.	Medium Risk
Use of plant and machinery in open and public spaces . Risk to health and safety of staff and members of the public.	Medium Risk
Impact of financial pressure on the delivery of services and risk to funding to established projects/ programmes - Including Business Case for ASB project and funding. Risk to staff, insecurity re job roles, redundancy risks, reputation risks to communities and risks of managing ongoing cases. (This also relates to staff in the Wellbeing Hubs).	High Risk
Eastbrook Manor Community Centre - Risk of failure to source a community group/charity to take over the running of the centre which means that the Council will have to retain the running and management of the Centre and bear associated costs.	Low Risk
West Durrington Community Centre. Risk of failure to effectively deliver the Community Centre. The associated costs, should they not be identified as a part of the specification, could result in reputational damage and failure to meet Council objectives.	Medium Risk
Old School House, Ham Road, Shoreham - Risk of failure to enable voluntary groups to find alternative accommodation which could lead to reputational damage and voluntary groups do not operate.	Medium Risk
Risk that increase in households in Adur and Worthing leads to additional costs for providing the refuse, recycling and cleansing service.	Medium Risk
Waste & Cleansing Fleet Replacement. The council operates a large fleet of refuse and recycling collection vehicles and street cleansing vehicles which are essential to frontline service delivery. There is a fleet replacement program which is approved through the corporate capital board on an annual basis. Pressures on the capital program have resulted in vehicle life spans being extended. Since the pandemic, vehicle costs have increased and delivery times increased significantly. This is especially the case for small EV fleet. This is affecting service resilience and costs (both in maintenance and procurement).	Medium Risk
Public Toilet Provision. There are over 33 public toilets across Adur and Worthing, many of which are in poor condition. There is a significant backlog of capital investment, in excess of £2million for each authority to bring them all up to a good standard. As sites continue to decline we will be forced to close them due to escalating costs. Staffing levels to service public toilets are not very resilient (maximum of 3 staff on at anyone time with no backfill for leave or annual leave)	Medium Risk

Place, Regeneration and Economic Growth Mission

Risks and Opportunities	Current rating
Failure to deliver public realm projects - Reputational damage if things go wrong with the build or elements of the programme.	Medium Risk
Risk of managing the Time for Worthing brand approach effectively as resourcing reduces.	Medium Risk

Failure to deliver new active uses at Colonnade House	Medium Risk
Failure to replace the wooden groynes along the Adur & Worthing coastline, as part of coastal defence works, which potentially leads to environmental and reputational damage	Medium Risk
Risk that Worthing Pier and Lido are not maintained to an adequate standard which then leads to a risk to health and safety, becomes a reputational risk and the facilities are no longer used, also causing an impact on the local economy .	High Risk
Risk of failure for the consortium to deliver the community facilities in accordance with the s106 Agreement at West Durrington..	Medium Risk
Risk of failure to progress Adur Local Plan and Worthing Local Plan reviews. Risks relate to delays in preparing the evidence base and Government interventions which will apply if the Local Plans are not progressed. However, currently waiting for new Government regulations regarding timetabling.	Medium Risk
S106 Agreements do not deliver necessary development contributions and/or affordable housing which could lead to a loss of much-needed affordable homes	Low Risk
Teville Gate redevelopment site - Risk of leased back land only	Medium Risk
Shoreham Harbour - Risk that Harbour regeneration does not happen as development sites are unviable and also that it is not possible to deliver the housing and employment envisaged by Local Plan.	Medium Risk
Street naming and numbering/LLPG -Single point of failure - Failure to deliver statutory service	Medium Risk
Union Place development - Risk that the Council will be delayed in bringing the site forward as a mixed use development. The economic, social and environmental benefit of developing the site will be delayed.	Low Risk
Union Place development - Risk that the Council will be delayed in bringing the site forward as a mixed use development. The economic, social and environmental benefit of developing the site will be delayed.	Low Risk
Decoy Farm development - Risk that a new commercial/industrial development is delayed and that the commercial benefits to the Council of owning a large industrial estate are not realised. Risk that the social, economic and environmental benefits of the scheme are not realised and that the commercial benefits of the scheme to the Council are not realised.	Medium Risk
Provision of flood defence walls on the Sussex Yacht club site. If flood defence walls are not built then there may be further flooding which will affect long term investment and growth along the Western Harbour Arm regeneration area.	Medium Risk
Development of the Worthing Civic Centre car park site for a new multi disciplinary health care hub - Risk that the redevelopment does not proceed or is delayed.	High Risk
Estates Income - Risk that the Councils fail to meet property income targets which affects the Councils funds.	Medium Risk
Shoreham Airport - Airport as a regional airport has limited demand and there is potential it might cease to operate. Risk that the airport's contribution to the area economy will end and the role that the airport plays in contributing to the District's sense of place will be lost.	Medium Risk
Commercial leased out premises - Need to ensure buildings are safe, lawful and compliant with requirements. Often compliance is the responsibility of the tenant rather than the Council so gaining assurance on compliance is needed. Potential for commercial leased out premises to be non compliant on asbestos, legionnaires, fire, emergency lighting, electrical certification and gas issues which can cause harm to occupants or damage to property. Effect will differ depending on the responsibility.	Low Risk
Risk of no condition surveys - With no Corporate Property condition surveys in place the Councils are unaware of the condition and more importantly, financial resources required both Capital and Revenue to maintain our assets in the future. Lack of investment would see the buildings falling into disrepair. Risk of no informed revenue or capital budget. Risks to health and safety by being unaware of building condition and reputation.	Medium Risk

Risk that Corporate buildings Asbestos register is not kept up to date meaning that contractors working on site and staff will not know where current asbestos is contained. Risk of death/injury/illness if they come into prolonged contact with the asbestos. Potential legal action and claims.	Medium Risk
Redevelopment of the Grafton development site in Worthing is not realised - Risk that the development does not proceed in order to create residential units, new car parks and public realm improvements	Medium Risk
Grafton MSCP Car Park and North West annexe structural condition - risk to health and safety and ability to keep the site operational.	Medium Risk
High Street MSCP requires investment to prevent deterioration and escalating maintenance costs.	High Risk
Disposal of assets is a key component of the Councils' Asset Management Strategy. The risk of failing to deliver and / or complete disposals on time will result in loss of capital receipts and subsequently loss of revenue improvements	Medium Risk
Management of major contracts with external partners eg Worthing Theatres and Museum, South Downs Leisure, Worthing BID and Lancing Business Park BID - Risk that we are not managing our contracts effectively with external partners who are providing significant services for our residents	Medium Risk

Housing and Prevention Mission

Risks and Opportunities	Current rating
Failure to comply with Social housing regulation	Medium Risk
New development targets (small sites programme) not achieved	Low Risk
Renters Rights Act 2025 introduces new duties from 1 May 2026 for the Councils to enforce landlord legislation relating to how property is let and managed - Risk of demand on staff and impact on funding.	Medium Risk
Risk that changes to the benefits system e.g. Housing Benefit reforms, introduction of Universal Credit or changes to Council Tax and Discretionary Housing payments lead to increased homelessness.	Medium Risk
Revenues and Benefits Team - Risk that reductions in staffing levels may affect service provision. Increase claim turn-around times, increased error/fraud and overpayments, hardship to vulnerable claimants and reputational damage to Councils. Revenues Team has been unable to absorb additional work volumes since April 2013. Opportunity to develop digital solutions that automate some processes. Backlog on Revenues processing times.	High Risk
Risk of failure to comply with Ombudsman complaints handling code	Low Risk
Contact Centre - Risk of reputational damage due to a reduction in staffing levels as a result of the redesign of the service.	Medium Risk
Our existing auditors EY will no longer be able to assist with our subsidy audit after the current open audit for 2022/23 closes.	High Risk
Pro-Active-Funding through UKSPF will finish in March 2026	Medium Risk
HSF and UKSPF funding ceases on 31st March 2026.	Medium Risk

Local Government Reorganisation and Effective Resource Management Mission

Risks and Opportunities	Current rating
Risk of staff not engaging mandatory training which leaves the Council exposed to risks.	Medium Risk
Risk that Managers don't have the skills to deliver the change that is needed for the Council to meet its strategic aims.	Medium Risk
Risk that failure to manage talent results in loss of talent and increased hiring costs etc and affects ability to undertake succession planning. Opportunity to identify and make better use of our talented staff.	Medium Risk
Review of HR staff related policies and procedures - Risk of unsettled staff and unions. Concern about changes to policies and the morale of staff is affected.	Medium Risk
Risk of the potential failure to implement the phase 2 of the HR Connect system effectively. Managers do not have simpler processes and systems to use to effectively manage staff.	Medium Risk
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. Potential effect - Go over budget and do not have resources to meet priorities.	High Risk
Risk that future spending requirements are under-estimated - Budgets are insufficient to fund core costs leading to an overspend	High Risk
Risk that future resources from Government are less than assumed and Budget shortfall is understated leading to a greater level of savings. Particular issue in future Financial Years and beyond is likely due to funding review.	High Risk
Risk that exit strategies for mainstreaming grant funded activities at the end of the grant assistance are not taken into account and risk that Councils will be left with unfunded projects. Reputational damage when projects cease.	Medium Risk
General risk of not finding significant budget savings from both Councils which impacts on the ability to balance the budget to deliver the Corporate Priorities and priority services.	High Risk
Risk of Freedom of Information requests being overdue.	Medium Risk
Legal Services/Housing cases	Medium Risk
Legal Services capacity	Medium Risk
Elections and referenda - Requirement to implement additional elections arising from LGR, local elections being held in 2026 with Mayoral Strategic Elections and shadow unitary elections in 2027	Medium Risk
Contracts Management remains a risk, with reduced staffing levels, we need to ensure awarded contracts are monitored, and consulted upon in advance of renewal.	Medium Risk
The need to consider core service/ Legal capacity for delivery and maintenance of major projects	Medium Risk
Cyber security resilience risk	Medium Risk
Business Impact Assessments not being completed. Failure to maintain services as required by the Civil Contingencies Act 2004. Reputational damage.	Medium Risk
Requirement for Corporate Leadership team to have collective understanding of corporate risks arising from major project work across the councils. Risk that Major Projects are not delivered or place a significant burden on the councils finances	Medium Risk