



Joint Governance Committee  
26 January 2021  
Agenda Item 9

ADUR & WORTHING  
COUNCILS

Ward(s) Affected: N/A

**Risk & Opportunity Management Update**

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

**Executive Summary**

**1. Purpose**

- 1.1 This report provides the latest 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 2021.

### **3. Context**

- 3.1 The Committee receives regular update reports on the general management of the Councils' Risks and Opportunities to assist the Committee in its role monitoring the effective development and operation of risk management and corporate governance in the Councils. This report provides the Committee with the detail of the updates including information on the 'High/Red' Service Risks for each Directorate. The last report to the Committee was on 22 September 2020.

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

- 4.1 The Covid-19 pandemic continues to have a profound effect on local communities and businesses who have needed and continue to need the Councils' support. The pandemic has also had a direct impact on Council finances and operations. Council staff have continued to work remotely and the Councils have continued to provide a range of support for the homeless, others vulnerable and self isolating, local businesses and tenants. The impact of measures implemented to manage the pandemic have been visible in the fall in income for the Councils and additional cost pressures for the Councils. In particular this has affected housing needs and loss of income from car parks.
- 4.2 Reports continue to be provided to the Councils and the Joint Strategic Committee (JSC) on how the Councils have been responding to the pandemic and the 'Lockdowns' and managing the Councils finances. Relevant reports that should be read in conjunction with the information provided in this report are:-
- Platforms for our Places: Going further 6 month progress report July to December 2020 - Item 6 JSC December 2020
  - 2nd Revenue Budget Monitoring report (Q2) - Item 7 JSC December 2020
  - 2nd quarter Capital Investment Programme and Projects Monitoring 2020/21 - Item 8 JSC December 2020
  - Towards a sustainable financial position - Budget update - Item 9 JSC December 2020
- 4.3 The restrictions to help control Covid-19 have changed how the Councils work and many members of staff have been working from home since the initial 'Lockdown' in March 2020. This change of working practice has been implemented successfully with little impact on service delivery. Lessons learnt

from this have enabled the Councils to review how office based services will operate in the future and design a more flexible way of working that will achieve multiple benefits including annual revenue savings, further investment in buildings, office space and technologies, a flexible workforce and reduced carbon emissions. This approach was approved by JSC and Councils in December 2020.

- 4.4 During these challenging times the Councils continue to monitor and review the full Risk and Opportunity registers. Corporate Risks and Opportunities (including Covid-19 effects) which reflect the aims and activities set out in 'Platforms for our Places: Going Further' are reported regularly to the Councils Leadership Team. The Joint Strategic Committee also received its regular annual summary report on the management of the Corporate Risks and Opportunities at its meeting on 1 December 2020 - [Annual summary](#). A revised Risk & Opportunity Management Strategy has also been approved by JSC to cover 2021- 2023 - [Revised Risk & Opportunity Management Strategy 21/23](#). Service Risk registers are regularly updated in consultation with Directors, Heads of Service and Departmental Management Team meetings.
- 4.5 This report includes changes required to the Risks and Opportunities since the last report in September.

## **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 in September 2020 are included in the table attached as Appendix A to this report. The report also includes details of the mitigation measures in place for all 'High/Red' Risks (Corporate and Service), including Covid-19 impacts and these are attached at Appendix B to this report.
- 5.2 The number of 'High' Risks now reported is 8 Corporate and 10 Service (4 for Financial Services, 2 for Housing Services, 2 for Adur Homes, 1 for Major Projects & Investment and 1 for Leisure - There is no change in this from the previous report in September 2020. Updates on changes to the other Risks and Opportunities including any added or removed are included in Appendix A to this report and the regular review undertaken with Heads of Service and Directors has identified any key issues emerging to the delivery of the Services amidst the Covid-19 response. This work and the reviews continues to highlight the good practice being followed across the organisation and the importance of good risk and opportunity management to ensure the Councils monitor, communicate and respond to Risks and Opportunities and the

importance of good risk and opportunity management during these difficult times to help the Councils continue to provide services, serve communities and assist in business continuity.

## **6. Engagement and Communication**

- 6.1 The updates on Risks and Opportunities as contained in Appendices A and B have been produced in discussion with Heads of Service and Directors as part of the regular review process. The Councils Leadership Team, Organisational Leadership Group and relevant Officers have been consulted on the production and contents 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 connected with some of the Risks and Opportunities.

## **8. Legal Implications**

- 8.1 There are no direct legal implications arising as a result of this report but there could be legal implications for the Councils if the risk events do occur. The Joint Governance Committee has the responsibility for monitoring the effective development and operation of risk and opportunity management.

## **Background Papers**

Adur & Worthing Risk and Opportunity Management Strategy 2021-2023  
Risk & Opportunity Management updates report to Joint Governance Committee on  
22 September 2020

## **Officer Contact Details:-**

Mark Lowe  
Scrutiny & Risk Officer  
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 Council's strategic vision 'Platforms for our Places: Going Further'. 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 may have an impact on the value that communities experience from social value/projects if the Risks and Opportunities occur.

#### **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.



## APPENDIX A

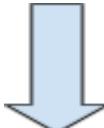
### Joint Governance Committee - 26 January 2021

#### Updates on Risk and Opportunity Management

	September 2020 update	January 2021 update
<b><u>Corporate Risks and Opportunities</u></b>	11 Risks 5 Opportunities	11 Risks - No change 5 Opportunities - No change
<b><u>Service Risks and Opportunities</u></b>		
<b><u>Communities Directorate</u></b>		
Environment	3 Risks	3 Risks - No change
Housing	9 Risks	
*Housing	2 Opportunities	4 Risks 2 Opportunities
		5 Risks
*Adur Homes	6 Risks	6 Risks - No change
Wellbeing		
* - From December 2020 Housing Risks and Opportunities have been split between Housing and Adur Homes. There has been no change in the overall numbers.		
<b><u>Digital, Sustainability &amp; Resources Directorate</u></b>		
Customer & Digital	7 Risks	6 Risks - Minus 1
Financial Services	7 Risks	6 Risks - Minus 1
Human Resources	1 Opportunity	1 Opportunity - No change
Legal Services	6 Risks	6 Risks - No change
Revenues & Benefits	1 Risk	1 Risk - No change
	4 Risks	4 Risks - No change

<b>Economy Directorate</b>		
Facilities & Technical Services	7 Risks	7 Risks - No change
Major Projects & Investment	10 Risks	10 Risks - No change
Place & Economy	7 Risks	7 Risks - No change
Planning & Development	19 Risks	19 Risks - No change
Leisure	1 Opportunity 1 Risk	1 Opportunity - No change 1 Risk - No change

<u>High Risks on Service Risk registers</u>	<u>September 2020 update</u>	<u>January 2021 update</u>
*Housing	4	2*
* Adur Homes		2*
Financial Services	4	4 - No change
Major Projects & Investment	1	1 - No change
Leisure	1	1 - No change
* - From December 2020 Risks and Opportunities split between Housing and Adur Homes. No change in overall number.		

	Risks where assessment score has increased since the last report	None.
	Risks where assessment score has reduced since the previous report.	None.
New Risks/Opportunities added since last report		None.

Risks/Opportunities removed since last report.

**Customer & Digital -**

Corporate Contact Centre Demand - Risk of high levels of failure demand and high volumes of transactional calls resulting in existing staff resources not being able to cope with demand. Lack of alternative channels (incl effective self serve) - Risk removed on the basis that the issues have been mitigated successfully.

**Financial Services -**

Risk that savings anticipated from reviews are not delivered - Risk to be removed because the issues are duplicated in other risks within this service area.



## APPENDIX B

### Joint Governance Committee - 26 January 2021

#### Corporate 'High' Risks

<u>Risk</u>	<u>Internal Controls</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>
<b><u>Covid-19</u></b>  Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The Government, on the advice of medical experts, has introduced social distancing measures, emergency legislation and economic packages to mitigate the effects of the crisis.  This will continue to affect the operations of the Councils to meet the demands of the response, normal business functions and subsequent recovery effort may last 12 months or more before we reach a stage of "relative normality".  A future social and economic landscape will be significantly different and our ability to adapt will require careful consideration.	<b>January 2021 -</b> The Community Response continues to be developed to ensure good support is in place for our communities. A self isolation payment platform and system has been developed to support those instructed to self isolate and payments are being provided. An employment platform has been developed to provide information and advice for those that have lost their jobs as a result of Covid. The A&W Food Partnership continues to develop and the Councils have provided resources to help support this work. Relationships with Mutual Aid Groups continue to be developed and work is being planned to strengthen the prevention approach to this work. Various types of support are in place for the Councils' staff to help with their resilience at this difficult time, including regular meetings with their line manager, resilience training, enabling staff to work flexibly around caring responsibilities. The Employee Assistance Program is available to all Council staff (and their family living in the same household) and they can access a wide range of advice and support ranging from counselling, to financial, legal and childcare advice.	Major	Likely

<b><u>Council Finances</u></b>	<b>January 2021 -</b> Government funding for Covid related pressures has now increased to an estimated £5.306m (Adur £1.463m, Worthing £3.843m) which will ensure that Councils will remain in a reasonable financial position for the remainder of the 2020/21 financial year. Cost impacts which affect future years are being built into the 2021/22 budget. The Councils are currently on track to set a balanced budget for 2021/22.	Major	Very Likely
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<p><b><u>Welfare Reform</u></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</li> </ul>	<p><b>January 2021 -</b></p> <p>There has been little change to the impact that the rollout of Universal Credit is having on the number (reduction) of live Housing Benefit claims but there has been an increase in the number of claims that are being received for Council Tax Support - average weekly volumes have been</p> <ul style="list-style-type: none"> <li>• Throughout 2019/20: 40</li> <li>• April 2020: 103</li> <li>• May 2020: 85</li> <li>• June 2020: 71</li> <li>• July 2020: 54</li> <li>• August 2020: 51</li> <li>• September 2020: 46</li> <li>• October 2020: 51</li> <li>• November: 41</li> <li>• December: 41</li> </ul>	Major	Very Likely
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<p>level of out of work benefits</p> <p>The impact for the Councils of this is potentially on two fronts, increased homelessness presentations and/or 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>Economic uncertainty</b></p> <p>Covid 19 will have a severe impact on the local economy. The impact on our town centres will be significant and key sectors such as hotels, restaurants and retailing will be particularly adversely affected. Some businesses will not survive and there will be an increase in unemployment.</p> <p>Resilience will be key and local councils will be expected to play a key role in supporting economic recovery. As part of this, many businesses will need to change their model of operation and the councils will need to respond to their changing needs in terms of factors such as regulation; infrastructure and logistics.</p>	<p><b>January 2021 -</b></p> <p>The Councils will need to respond quickly to support the interests of local business and the wider economy. A number of measures will be needed to ensure that the local economy develops the necessary resilience:</p> <p>Supporting the local economy where there are opportunities for growth. The digital and creative industries sector has been growing at a significant rate nationally. Understanding this sector and nurturing its growth in our local economy will continue to be important;</p> <p>Supporting our major businesses as they develop new business models;</p> <p>There will be an expectation that local authorities play a more central role and we have already seen this in the distribution of Government grants and processing of business rate relief requests. We will need to</p>	Major	Likely

	<p>partner with some of our major employers to secure access to public investment monies that do become available;</p> <p>Economic recovery will require local authorities to be agile and flexible in using their powers to respond at pace to support the economy. This is likely to mean that new and innovative approaches will be needed to overcome traditional barriers and traditional bureaucratic obstacles;</p> <p>A resilient local economy will demand affordable and high speed digital infrastructure 'on tap'. Publicly available digital access will help to support town centre recovery and the wider visitor economy. New ultrafast fibre is currently being installed across our area, the first towns in the south east, and a funded initiative to provide "Citizen WiFi" will also support the town centre and seafront, and those who cannot afford data plans.</p> <p>Supporting our town centres and helping create the right conditions for trade. In the short term this will include working to help ensure that our town centres and supporting infrastructure offer a safe environment for residents and visitors. This includes car parks; public spaces community facilities; civic buildings; seafront and cultural and leisure venues.</p> <p>We have also been co-ordinating the development of additional measures in our towns to help with Covid-safe practices including appointing 3 new information officers (using government funding) to provide guidance and engagement to businesses and groups around covid.</p> <p>A Safe Towns Group is still in operation to help co-ordinate actions to help support businesses to reopen safely including:</p> <ul style="list-style-type: none"> <li>• Developing a new pavement policy - to make greater use of outdoor space,</li> <li>• Developing a new #WelcomeBackAW campaign for local residents to the town centre</li> <li>• Continuing with wise regulation to ensure businesses are</li> </ul>	
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	<p>operating safely</p> <ul style="list-style-type: none"> <li>● Providing information and guidance for businesses to enable them to reopen safely, including targeted advice and support</li> <li>● Adapting practices within the PH&amp;R Team to ensure businesses can adapt, e.g. online food safety assessments.</li> <li>● Adding greater ‘on the ground’ capacity to assist businesses and, where needed individuals, to outline up to date covid safety guidance from Council officers (enabling a real-time response for businesses)</li> </ul> <p>Using our asset base wisely to provide opportunities for employment to support start up businesses and those with the opportunity to scale up; this includes providing grant funding.</p> <p>Launched a new Employment Support App (November 2020) to provide detailed and direct support for those in our communities that have / are facing redundancy or unemployment.</p> <p>Accelerating our programme of major development projects to support economic recovery;</p> <p>Accelerating the digital infrastructure programme to ensure that local businesses are well placed to compete;</p> <p>Respond to changing patterns of consumer behaviour together with greater expectations around ethical supply chains and locally sourced products. The councils are well placed to support business through their procurement activity;</p> <p>Working with training and skills providers to assist people back into employment;</p> <p>The Councils commissioned a review of economic data during the pandemic in July 2020. The pandemic recovery will demand that we continue to closely monitor this data and trends to ensure that we can make timely and well informed decisions. An update report, which also</p>	
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	<p>responds to the recent national lockdown (November 2020) is due.</p> <p>Respond to national and / or lockdown scenarios by adapting delivery into 'covid response', which includes the distribution of nationally funded covid business support grants (primarily focusing on those mandated to close).</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</p>	<p><b>January 2021 -</b></p> <p>Demand for emergency accommodation continues to increase, with more households presenting homeless currently due to eviction from friends and family and so the Councils have commissioned research to help us better understand where the end of the furlough scheme and potential job losses are most likely to fall within our communities to enable more proactive and preventative work with these individuals and families. In addition the Councils have:</p> <ul style="list-style-type: none"> <li>- Continued to ensure that anyone who is street homeless is made an offer of accommodation in order to continue working in the mode of 'Everybody in'</li> <li>- Scaled up the Opening Doors scheme in order to increase the supply of affordable rental accommodation and increase the use of the private rental market</li> </ul> <p>Due to COVID-19, the Councils are not able to use the traditional nightshelter arrangements to accommodate individuals sleeping on the streets this winter and so the Councils have worked with partners to create an alternative to the usual hostel arrangements for night shelters and winter SWEP in the event of cold weather. In addition extra capacity has been provided for the outreach team to help make sure that the members of the homeless community get the support they need to keep themselves and others safe. This will enable the outreach team to increase the time spent working on the streets with those furthest from services. The outreach team has also secured a town centre venue to provide a drop in facility to address the reduced access to existing day time services due to Covid-19 restrictions.</p>	Major	Very Likely

<p>level of affordable housing and the tenure mix.</p>	<p>The Councils have submitted a bid for financial assistance to support those sleeping rough this winter and individuals accommodated during the last COVID-19 outbreak through the government's Next Steps Accommodation Programme.</p> <p>Though the government has extended the ban on eviction, it is likely that increased evictions from both private sector and social landlords will begin to impact more from now. While we already anticipate evictions resulting from antisocial behaviour, it is likely that the end of the furlough period and a downturn in the economy may result in more evictions resulting from rent arrears.</p> <p>The Councils intend to engage with social landlords to reduce evictions especially due to rent arrears. A multiagency group, through the "Thrive Project" is currently exploring the best way to engage those in rent arrears and their landlords.</p> <p>Furthermore, the Housing Needs Team continues to work closely with the DWP and WSCC's Early Help service to identify vulnerable households at risk of losing their home so that the Councils can intervene jointly.</p> <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 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>		
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	<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>		
<b><u>IT Disaster recovery</u></b>	<p><b>January 2021 -</b></p> <p>Good progress is being made on cloud migration work. Our document management system and our website were migrated to the cloud in November. We have moved to a supplier hosted (Software as a Service, SaaS) model for Environmental Health and licencing and work on a SaaS solution for HR and Payroll is underway with a go live date of March 2021. Work to migrate the Revenues and Benefits system to the cloud is underway and will be completed by October 2021.</p> <p>Recommendations for the data centre are being reviewed, as we will continue to need a data centre, albeit one with a much smaller footprint, in future.</p>	Extreme	Moderate

<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>.</p>	<p><b>January 2021 -</b></p> <p><b>Covid-19 impact</b> - Covid19 impact will continue to add a degree of uncertainty to the property market but the extent of this is not known at this stage. Delivery of new homes including affordable homes, improving and supporting town centres, and providing employment opportunities are key priorities for our communities. The delayed delivery of significant development projects either by the public or private sector will result in the economic and social dividend from these projects being unrealised.</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>The Councils have made clear and unambiguous the importance of delivery to the development sector, and also indicated their willingness to work in partnership. 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 take place to oversee progress.</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>Major</p>	<p>Likely</p>
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	<p>In 2020 a series of major milestones were reached on each of the major development projects. The challenge and the opportunity will be to maintain progress and delivery on the ground whilst adapting to changes in the wider economic landscape.</p> <p><b>(As requested by the Joint Governance Committee, information relating to individual Major Project Risks has been included as part of this report and is contained at Appendix C).</b></p>		
<p><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,</li> </ul>	<p><b>January 2021 -</b> Record breaking global heating temperatures are continuing to be recorded. In July 2020 the Met Office published its 6th 'State of the UK Climate' report. This confirmed consistent increasing warming temperatures in the UK with a new all-time record in 2019 (38.7° C) Cambridge, July; and a new winter record (21.2° C) London, February.</p> <p><b>January 2021 -</b></p> <p><b>1) Mitigating climate change</b></p> <ul style="list-style-type: none"> <li>• 2 new Carbon Reduction officers have now been appointed and are working to deliver the councils Carbon Neutral 2030 target.</li> <li>• Council carbon emissions were reported to JSC in November identifying a 13% decrease in emissions during the 2018-19 period, against a target average of 10%/year.</li> <li>• Bid applications to the Public Sector Decarbonisation Scheme (PSDS), the Low Carbon Skills Fund have been submitted to deliver carbon reduction projects across the council estate, and are continuing to be submitted in 2021. Several applications so far have been successful, securing £1.8m</li> <li>• The councils are involved in a SE Warmer Homes consortium which has received £3,100,500.00 to deliver Solid Wall Insulation &amp; Low Carbon Heating measures in 300 homes. This allocation was under the Green Homes Grant Local Authority Delivery (LAD ) 1A.</li> <li>• Under the Solar Together Sussex scheme, over 700 households in A&amp;W registered interest to have PV and/or</li> </ul>	Major	Likely

<p>addressing risk of coastal, surface and river flooding through sustainable drainage, natural flood management, coastal defences, flood resilience.</p> <ul style="list-style-type: none"> <li>• Preparing for extreme cold events.</li> </ul> <p><b>3) Preparing for more frequent extreme climate events and impacts</b></p> <p>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>battery storage installed in homes.</p> <ul style="list-style-type: none"> <li>• A study for Adur &amp; Worthing to become carbon neutral area-wide by 2050 has been produced by Anthesis.</li> <li>• A Draft Climate Plan has been developed with community partners for further engagement/consultation and establishing closer working relationships on local climate action.</li> <li>• The councils have completed a very successful and innovative online Climate Assembly working closely with DemSoc and an Advisory Group of local experts to deliver and hold an online Climate Assembly with 43 Assembly members Sept-Dec 2020.</li> <li>• Significant progress has been made on developing a project to decarbonise heat on the Worthing Civic Quarter and across Worthing Town Centre. Consultants have completed techno-economic assessment and identified a viable scheme, stakeholders are engaged and several MoUs signed. Further £125K funding has been secured from BEIS to develop Outline Business Case, funding bid, and to engage with stakeholders on Heads of Terms. A further bid for £40K has also been submitted to undertake additional modelling for an expanded scheme.</li> <li>• A study has been completed to investigate solar PV opportunities on council owned land and building assets, This has resulted in the approval of a Solar Investment Strategy identifying sites for solar PV sufficient to meet the councils current electricity needs.</li> <li>• Two pop up cycle lanes from the LCWIP routes were delivered in Worthing (A24) and Shoreham (A270) by WSCC under the EATF (Emergency Active Travel Fund) Tranche 1. Following objections by motorists WSCC decided to remove the schemes. The Shoreham scheme remains in place at least until January. The scheme has seen significant increase in cycling without the traffic flow impacts seen in other schemes.</li> </ul> <p><b>2) Adapting to climate change;</b></p> <ul style="list-style-type: none"> <li>• The Strategic Flood Risk Assessment has been updated and found that the following number of sites are predicted to be at</li> </ul>	
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	<p>risk of surface water flooding (Section 12): 41 development sites in A&amp;W: due to climate change, 21 sites are predicted to be at risk of fluvial flooding and 18 sites are predicted to be at risk from tidal flooding in the future.</p> <ul style="list-style-type: none"> <li>● Ongoing exploration of opportunities on council owned land, in and bordering Adur &amp; Worthing for offsetting, biodiversity, rewilding and climate resilience schemes in particular New Salts Farm, Pad Farm, the Adur Estuary and Kelp restoration with external partners.</li> <li>● Adur DC has approved project costs for coastal defence works at Kingston Beach</li> <li>● Technical Services are assessing flood risk on/in vicinity of council owned land/buildings to identify opportunities for projects to improve climate resilience.</li> <li>● Parks are planning to review opportunities for flood mitigation through an increase in permeable surfaces and rain gardens</li> <li>● Ongoing collaboration with external partners to investigate restoration of kelp forests which could reduce storm surge and tidal influence on the shore line by 70%; and to investigate an Adur Estuary project to provide flood mitigation and multiple additional benefits.</li> <li>● Emerging Worthing Local Plan includes a new chapter on climate adaptation. Adur Local Plan will need to be refreshed to improve its response to Climate Adaptation</li> </ul> <p><b>3) Preparing for more frequent extreme climate events and impacts</b></p> <ul style="list-style-type: none"> <li>● Adverse weather impacts are considered by AWC Emergency Planning service based upon pan Sussex risks using the National Risk Register of Civil Emergencies. The Sussex risks are in the public domain available to all via the Sussex Police register.</li> </ul> <p>November - Next Steps</p> <ul style="list-style-type: none"> <li>● Subject to the outcome of PSDS and other funding bids, deliver carbon reduction schemes across the council estate.</li> <li>● Continue development of the OBC for a Worthing Civic Quarter</li> </ul>	
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	<p>heat network, and report to JSC Feb/March 2021 ahead of a funding bid to Heat Network Investment Programme April 2021.</p> <ul style="list-style-type: none"> <li>● Report to JSC on a Solar Investment Strategy, Dec 2020</li> <li>● Work with the Warmer Homes consortium on an LAD1B funding</li> <li>● Promote offers to residents under the Warmer Homes and LEAP energy schemes for households across A&amp;W.</li> <li>● Progress with partners/stakeholders development of large scale marine/kelp sequestration programme</li> <li>● Progress investigations of an Adur Estuary sequestration flood mitigation project with external partners and AECOM.</li> <li>● The <a href="#">SFRA for A&amp;W</a> recommends that in addition to development management policies through the Local Plans, the following strategic flood risk solutions could be investigated: <ul style="list-style-type: none"> <li>○ Catchment and floodplain restoration – allowing watercourses to return to a more naturalised state.</li> <li>○ Flood storage areas – Upstream storage schemes</li> <li>○ Sequential approach to site layout</li> <li>○ Opening up culverts, weir removal, and river restoration;</li> <li>○ The Regional Habitat Creation Programme; and</li> <li>○ Green infrastructure.</li> </ul> </li> </ul> <p><b>Covid-19 impact</b> - Despite reductions in global carbon emissions of up to 30% during lockdown, these will have limited effect on averting climate change unless a green recovery is established as the world emerges from lockdown. Government has published (and announced further) grant funding towards the Green Recovery including the Emergency Active Travel Fund, Green Homes Grant, Public Sector Decarbonisation Fund. All of which AWC have applied to.</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. 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><b>COVID-19 pressures</b> have been significant and there have been additional placements into emergency accommodation. This has put significant pressure on EA/TA budgets, which is likely to continue during and beyond the COVID-19 restrictions as moving placements on will present a challenge.</p>	<p><b>January 2021 -</b></p> <p>End to restrictions on evictions likely to put even more pressure on EA/TA budget and homelessness teams.</p> <p>Efforts continue to reduce the cost of nightly paid accommodation and prevent homelessness as early as possible. See also information included in the entry for the Corporate Housing supply risk referred to above.</p> <p>Opening Doors – scheme now has had a number of new landlords signing up, allowing households to either move households on from TA or to avoid going into TA.</p> <p>Significant TA placement has resulted from COVID-19 particularly single people. As part of the next steps, those unlikely to be owed long term housing obligation will be given advice and support to find alternative accommodation to reduce the number of households in TA.</p>	Major	Very Likely

2. Overall Risk of increasing demand for housing advice and homelessness applications	<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 Homelessness Reduction Act 2017</p> <p><b>Covid-19 impact</b> has caused the demand to increase significantly.</p>	<p>End to restrictions on evictions likely to result in a significant increase in homeless presentations.</p> <p>Covid-19 impact continuing to cause demand to increase significantly.</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</p> <p>Better recording and case management.</p> <p>Improve the Housing Team performance.</p>	Major	Very Likely
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		<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>		
<b>Adur Homes</b>	<p>1. Compliance - Fire, Gas, electrical and water quality (Adur Homes)</p> <p>2. Potential legal action and-or claims.</p> <p>3. Financial risk</p> <p>4. Reputational risk</p> <p>5. Loss of use of premises and personal impact to tenants as well as operational and financial risk to councils</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><b>January 2021 - COVID-19 Impact</b></p> <p>Contact has been made with most tenants isolating and gas safety inspections carried out. 99.61% of properties now have a valid Landlord Gas Safety certification with only 9 properties left overdue. New contract has been implemented. Efforts continue to gain access to these properties. Liaising with Legal on two of these properties which we have been unable to gain access to despite several efforts, which predates COVID-19.</p> <p><b>Capital Investment works</b></p> <p>Discussions with Southern Fire Doors has restarted on the Fire Safety Door project.</p> <p>Work has commenced on the Sheltered Housing Communal Alarm project with installation of the new system in Marsh House almost complete. The contract for fire safety remedial works to general needs blocks of flats had to be re-tendered to ensure compliance with regulations on consultation with Leaseholders. Tender documents have been reissued and</p>	Extreme	Moderate

	<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>180 properties identified as presenting a risk in the event of fire because they have inner rooms. An Inner Room is a room that is reached through another living area such as kitchen or living room. They pose a threat to life because a fire in the living area can seriously impede escape from the property.</p>	<p>consultation with affected leaseholders has commenced. Fire safety remedial works to sheltered housing blocks have also been delayed because the Contractor is experiencing delay getting materials delivered on site. Both tenders are due to be renewed soon.</p> <p>Work to install Smoke Alarms in flats without adequate smoke alarms has restarted and is nearly complete.</p> <p>Fire Safety Policy reviewed and updated.</p> <p>Quarterly meetings being held with WSFRS.</p> <p>Water tanks are inspected and a plan in place to replace them when necessary.</p> <p>To mitigate this risk, enhanced smoke detection devices have been fitted in all but 5 of these properties. The 5 not fitted with the device is because the tenants have refused access. Legal process being followed to gain access. All smoke detection devices are hardwired except in 3 properties which were fitted with a 10 year sealed battery device. This will be changed to a hardwired device as soon as possible.</p> <p>All properties have been accessed and graded from low to high based on the level of risk. Capital works, which will involve temporary decanting of the residents, will commence next financial year to rectify this</p>		
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		<p>issue. Properties assessed as higher risk will be dealt with first.</p> <p>All residents will be assessed and those with higher risk e.g. mobility issues, offered alternative permanent accommodation.</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>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>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><b>Covid-19 impact</b> - rent arrears are expected to be higher.</p>	<p><b>January 2021 -</b></p> <p>Some vacant posts put on hold and working to manage spend in maintenance and repairs. Contracts being prioritised for retendering. Some potential repairs are being considered for implementation through the Capital Improvements programme. A savings plan will be created to manage HRA.</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>The end of furlough scheme and the predicted downturn in the economy is likely to have a negative impact on rental income. AH Improvement Plan focuses on reducing rent arrears and is being monitored monthly by the Head of Service and Operations Manager.</p>	Major	Likely

		<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

<u>Risk</u>	<u>Potential Effect</u>	<u>Internal Controls</u>	<u>Impact</u>	<u>Likelihood</u>
1. 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>1. Go over budget</p> <p>2. Do not have resources to meet priorities.</p> <p><b>Covid 19</b> will have a significant impact on the Council's budgets both in 2020/21 and in future years. Full extent of the impact is currently being assessed.</p>	<p><b>January 2021 - Covid-19 -</b></p> <p>The Councils have received substantial covid 19 funds towards the impact in 2020/21 which is mitigating this risk in the current year.</p> <p>Developing a new strategy to help address the financial implications of the Covid-19 emergency. As a result of Covid 19 pressures, enhanced budget controls implemented with all vacant posts being reviewed by Directors prior to recruitment, maximised the amount of underspend placed into the working balance at the year end to mitigate financial risks, all unnecessary spend is on hold until the</p>	Major	Likely

	<p>financial position is more secure.</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>		
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<p>2.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><b>Covid-19</b> having a significant impact on the future cost of services. Budgets are currently insufficient to fund costs and an overspend is expected for 2020/21.</p>	<p><b>January 2021 -</b></p> <p>Council is on track to set a balanced budget for 2021/22 including building in capacity to fund Covid 19 risks. Draft settlement received on the 17th December which confirms the previous assumptions. Awaiting final Local Government Settlement to confirm funding for 2021/22.</p> <p>Closely monitor progress through Budget/ Performance Monitoring. • Where issues are identified these are built into the 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 are 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>Deferral of expenditure where possible to help mitigate the current financial position.</p>	<p>Major</p>	<p>Likely</p>
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3. Future resources from Government are less than assumed	<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><b>January 2021 -</b></p> <p>Awaiting notification of the impact of CSR on the Councils via Local Government Settlement which is due shortly.</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 2020/21. Awaiting the outcome of the Fairer funding review which has been delayed a further year due to <b>Covid 19</b> impacts.</p> <p>1 year Comprehensive spending review is expected.</p>	Major	Likely
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4. 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.	<p><b>January 2021 -</b>  Sufficient savings have been identified to meet 2020/21 budget pressures.</p> <p>Introduced Medium Term Financial Plan Tracker to check savings over 3 years.  Significant progress has been made in identifying savings for 2021/22.</p> <p>Risk is now for the 2022/23 budget round which is in progress.</p>	Major	Likely
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**Economy Directorate High Service Risks - Major Projects & Investment**

<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>
Shoreham Airport - Impact on the local economy should the airport cease to operate..	The airport's contribution to the area economy will end and it will diminish Shoreham's distinctive sense of place.	<p><b>January 2021 -</b>  Existing operational airport land and historic commercial estate (one lease) and the new proposed industrial development land (a separate lease) have been purchased out of administration.</p> <p>Planning approval secured for business development on a site allocated in the Adur Local Plan to secure long term income streams necessary to improve the long-term financial stability of the airport operation.</p> <p>Council Place and Economy team have been offering specialist support to navigate the Government's business loan and grants</p>	Major	Likely

		systems.		
<b><u>Leisure</u></b>				
Leisure provision - Covid-19	As a result of the Covid-19 pandemic, the local leisure providers cease trading or suffer severe financial impact which curtails their ability to provide a service.	<p><b>January 2021 -</b></p> <p>November JSC approved delegated authority to the Director for the Economy to make a direct award of a new 5 year contract. An internal project team has reached an advanced stage in the development of a contractual agreement with South Downs Leisure Trust to operate the Adur Leisure facilities.</p> <p>Remains a significant Risk in view of the Pandemic.</p>	Major	Likely



**Joint Governance Committee - 26 January 2021****Major Projects Risks**

<u>Risk</u>	<u>Internal Controls</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>	<u>Risk assessment</u>
Union Place, Worthing - Risk that the Council will be delayed in bringing the site forward as a mixed use development and planning permission will not be achieved.	<p>Appointment of consultants to protect Council's position and financial safeguards to be put in place to manage or reduce the level of the risk.</p> <p>LEP funding drawn down and spent.</p> <p>Development partner (LCR) in agreement.</p> <p>Project Plan, resources and funding in place.</p> <p>Update reports to the Joint Strategic Committee.</p> <p><b>January 2021 update</b> - Planning permission granted at Planning Committee awaiting signing of s106 agreement.</p>	Minor	Unlikely	Low
. Decoy Farm - Risk that development will not proceed. Significant development costs and risk of losing funding	<p>Report to Joint Strategic Committee setting out the procurement strategy and planned project timeline.</p> <p>Local Growth funding of £4.84 million secured to reduce the risk of the project and to ensure a viable redevelopment.</p> <p>Work completed to inform development proposals. Business case prepared and submitted to Coast to Capital. Funding drawn down.</p> <p>Deliverable development strategy in place.</p> <p>Commencement of testing and onsite works ensures that progress is being made and LEP funding will be secured in line with agreements. Tangible progress now visible on site.</p>	Moderate	Unlikely	Medium

Development of former Civic Centre, Shoreham-by-Sea - Risk of a delay in the regeneration of the site to provide homes and jobs	<p>Phase I - Management of construction. (Complete).</p> <p>Phase II - Project plan for bringing site to market.</p> <ul style="list-style-type: none"> <li>- Site advertised for disposal/development going through process.</li> </ul> <p>Disposal of site agreed to Hyde Group. Planning application anticipated in 2021 in order to complete sale early 2021.</p>	Moderate	Unlikely	Medium
Redevelopment of Grafton site, Worthing - Risk that the development does not proceed in order to create new car parks and residential units	<p>December 2020 - Report considered at JSC which approved next steps in project.</p> <p>Progress being made on resolving technical and title issues. Site will be marketed for development partner in latter part of 2020.</p> <p>Condition survey of car park undertaken and structural survey to inform car parking strategy.</p> <p>Purchase of retail units in Montague Street to give greater control of the retail units affected by the proposed redevelopment.</p> <p>Options appraisal of site undertaken to inform revised development brief for the site.</p> <p>Work to be undertaken to assess site constraints and the overall viability of the preferred development option.</p> <p>To continue to purchase additional retail units in Montague Street to secure the optimum redevelopment scheme.</p> <p>Work underway to address key development issues, party wall, rights to light, access act, procurement and parking.</p> <p>Wider town centre parking strategy produced and agreed by the Joint Strategic Committee.</p>	Moderate	Moderate	Medium
Provision of flood defence walls on the Sussex Yacht Club site - Risk of further flooding if defence walls are not built	<p>LEP funding secured (£3.5 million). Further gap funding (as necessary) agreed at July 2020 JSC meeting following procurement.</p> <p>Approval from JSC in January 2017 to purchase land to undertake flood defence works and to seek planning permission for demolition of buildings on site to construct flood defence walls.</p>	Moderate	Rare	Low

	Purchase of land completed. Works commenced Summer 2019.			
Redevelopment of the Civic Centre car park site, Worthing - Risk that the redevelopment does not proceed or is delayed.	<p>December 2020 - Out to tender for construction works. Expected start May 2021.</p> <p>August 2020 - Planning permission granted.</p> <p>Outline Business case produced in Autumn 2019.</p> <p>Meetings with relevant Health authorities/NHS to resolve issues around Head Lease and ensure overall business case is approved by the NHS Project Appraisal Unit.</p> <p>One Public Estate Bid through Greater Brighton Economic Board to secure investment into the project.</p> <p>Detailed feasibility studies and a 5 part business case using One Public Estate funding to access development options and to inform a new development brief for the site.</p> <p>Measures in place to fund proposal and appointments made to secure planning permission.</p> <p>Procurement strategy agreed and underway. Funding strategy agreed.</p>	Moderate	Unlikely	Medium
Teville Gate redevelopment site, Worthing - Risk of delays in the development	<p>LGF awarded (£5.6 million) to acquire and demolish Teville Gate House.</p> <p>Planning permission granted at Planning Committee on the 4 March 2020 subject to s106 agreement. Awaiting completion of s106 agreement.</p> <p><b>January 2021 update</b> - November 2020 Joint Strategic Committee - members agreed in principle to enter into a joint venture with a housing association to secure the site and bring forward a residential led, mixed use development.</p>	Major	Moderate	Medium
New Monks Farm/Shoreham Airport -		Moderate	Rare	Low

<p>Risk of failing to deliver housing and employment as set out in the Local Plan if the development does not proceed.</p>	<p>April 2020 - Planning permission granted for both developments (27 Dec for Airport and 4 Feb 2020 for New Monks Farm).</p> <p>August 2020 - Construction work started on site and Cala Homes building the first few properties.</p> <p><b>January 2021 update</b> - Construction works continue. New owners seeking interest in the commercial site.</p> <p>Planning approval secured for business development on a site allocated in the Adur Local Plan to secure long term income streams necessary to improve the long-term financial stability of the airport operation.</p> <p>The new owners of the airport have engaged with local agents and businesses to now take forward the approved employment floorspace (25,000 sqm).</p>			
<p>Shoreham Harbour regeneration - Risk that site is not developed and housing and employment envisaged by Local Plan is not delivered.</p>	<p>Taking a proactive stance dealing with high density planning applications and seeking external funding.</p> <p>Planning permission now granted for Kingston Wharf securing a further 255 homes and commercial floorspace. As a result a total of 795 dwellings already approved and an application for a further 200 expected therefore the level of development envisaged by the Local Plan has been reached. Work has started on 540 homes and the Hyde scheme starting in the New Year.</p> <p><b>January 2021 update</b> - Resolution to grant permission at Kingston Wharf and applications expected for 3 other Western Harbour Arm sites.</p>	Moderate	Rare	Low
<p>West Sompting redevelopment - Risk of failing to meet Local Plan housing targets and deliver affordable housing if development does not proceed.</p>	<p><b>January 2021 update</b> - Revised plans delayed to address highway concerns. Amended plans expected January 2021 and the application is now likely to go to Committee in March 2021.</p>	Moderate	Moderate	Medium

Chatsmore Farm redevelopment - Risk to strategic gap and emerging Local Plan if development proceeds	<b>January 2021 update</b> - Over a 1000 letters of objection received to the planning application and application likely to go to Committee in March 2021. Local Plan has not allocated the site for development. Applicant likely to appeal if refused.	Major	Moderate	Medium
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