



ADUR & WORTHING COUNCILS

Joint Governance Committee
27 May 2021
Agenda Item 9

Ward(s) Affected:N/A

Risks & 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; and
- 2.2 That the Committee agree to receive a further progress report in September 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 26 January 2021. Further information on the management of Risks and Opportunities by

the Councils is contained in the [Risk and Opportunity Management Strategy](#)

4. Issues for consideration

- 4.1 Since the last report to this Committee, the Covid-19 pandemic has continued to have a profound effect on local communities and businesses during periods of 'Lockdown'. The pandemic has also had a direct impact on Council finances and operations with falls in car park income and additional cost pressures for the Councils, particularly affecting housing needs. However, the Councils have received some Government funding which has helped to mitigate the loss and a balanced budget has been set for the 2021/22 Financial year. The Councils have continued to provide the range of services and support for the homeless and others who are vulnerable and self isolating as well as providing support for local businesses and tenants. The challenge is now in this 2022/23 Financial Year.
- 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:-
- Final Revenue Budget estimates 2021/22 - Item 5 JSC February 2021
 - 3rd Revenue Budget Monitoring report (Q3) - Item 5 JSC 2 March 2021
 - 3rd quarter Capital Investment Programme and Projects Monitoring 2020/21 - Item 6 JSC 2 March 2021
- 4.3 The restrictions to help control Covid-19 have changed how the Councils work and work continues at pace on the AW Workspaces projects which was agreed by the Councils in December 2020 to review how office based services will operate in the future and design a more flexible way of working for staff that will achieve a number of benefits including annual revenue savings with further investment in buildings, office space and technologies.
- 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 Council Leadership Team. The 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 to the Committee in January.

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 January 2021 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 8 Service (4 for Financial Services, 2 for Housing Services and 2 for Adur Homes. This compares with 10 Service 'High' Risks in the previous report. 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 reviews undertaken with Heads of Service and Directors have identified any key issues emerging to the delivery of the Services amidst the Covid-19 response. This work and the reviews continue 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.

5.3 At the request of the Committee, at Appendix C, latest information is also included on the Major Project Risks with timelines provided for these Projects where applicable.

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 Council 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 financial implications associated with some of the Risks and Opportunities referred to in the report and contained elsewhere in the Risk registers.

8. Legal Implications

- 8.1 There are no direct legal implications arising from this report but there are potential legal, compliance, regulation and public protection implications for the Councils if any of 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 and Opportunity Management updates report to the Joint Governance Committee on 26 January 2021

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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: 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.

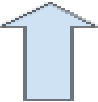
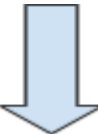
APPENDIX A

Joint Governance Committee - 27 May 2021
Updates on Risk and Opportunity Management

	January 2021 update	May 2021 update
<u>Corporate Risks and Opportunities</u>	11 Risks 5 Opportunities	11 Risks - No change 5 Opportunities - No change
<u>Service Risks and Opportunities</u>		
<u>Communities Directorate</u>		
Environment	3 Risks	3 Risks - No change
Housing	4 Risks	4 Risks - No change
Adur Homes	2 Opportunities	2 Opportunities - No change
Wellbeing	5 Risks	5 Risks - No change
	6 Risks	7 Risks - Plus 1
<u>Digital, Sustainability & Resources Directorate</u>		
Customer & Digital	6 Risks	5 Risks - Minus 1
Financial Services	6 Risks	6 Risks - No change
	1 Opportunity	1 Opportunity - No change
Human Resources	6 Risks	*3 Risks - Minus 3
Legal Services	1 Risk	1 Risk - No change
Revenues & Benefits	4 Risks	3 Risks - Minus 1
*Organisational Development and Design	N/A	3 Risks
* Risks removed from the Human Resources Risk register and transferred to a new Organisational Development and Design Risk register in April 2021		

<u>Economy Directorate</u>	<u>January 2021 update</u>	<u>May 2021 update</u>
Facilities & Technical Services Major Projects & Investment Place & Economy *Planning & Development Leisure *2 Risks amalgamated into 1 because of the linked issues. Details of Risks and further explanation set out below.	7 Risks 10 Risks 7 Risks 19 Risks 1 Opportunity 1 Risk	7 Risks - No change 10 Risks - No change 7 Risks - No change *18 Risks - No change 1 Opportunity - No change 1 Risk - No change

<u>High Risks on Service Risk registers</u>	<u>January 2021 update</u>	<u>May 2021 update</u>
Housing Adur Homes Financial Services Major Projects & Investment Leisure	2 2 4 1 1	2 - No change 2 - No change 4 - No change 0 - Minus 1 0 - Minus 1

 Risks where assessment score has increased since the last report	<p>Place and Economy - Events - Large scale events organised by the Councils - The safe management of large scale events across Adur and Worthing - Risk increased to Medium because of a new consultation process in place for events.</p> <p>Planning and Development - Land charges migration to land registry - Risk of loss of income and new responsibilities for accuracy of a third party system - Risk increased to Medium Risk because of new timelines provided by HM Land Registry for migration to land registry by 2023/24.</p>
 Risks where assessment score has reduced since the previous report.	<p>Leisure - Leisure provision - Covid-19 - Risk reduced to Medium Risk because of a direct award of 5 year leisure provision contract to South Down Leisure Trust.</p> <p>Major Projects and Investment - Decoy Farm - 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 reduced to Low Risk because of the mitigating factors in place and that there is now no risk of losing the grant funding.</p>

	<p>Major Projects and Investment - Shoreham Airport - Risk that as a regional airport it has limited demand and there is potential it might cease to operate - Risk reduced to Medium Risk because of mitigations now in place to control the Risk.</p> <p>Planning and Development - Land Charges - Loss of access to systems 1 - Loss/unable to access Northgate, SearchNET system/scanner - Disaster Recovery included in Northgate contract - Risk that the Councils are unable to process searches which causes damage to Councils reputation - Risk reduced to Low Risk because IT improvements have addressed the risks for this service area. New cloud based system working effectively and automatic loading of new applications via the Portal has improved efficiency.</p>
<p>New Risks/Opportunities added since last report or changes to Risk descriptions</p>	<p>Human Resources - Updates provided. Amended Risk description for risk re development of Phase 2 of the Connect system - risk description is now Potential failure to implement the phase 2 of the HR Connect system effectively.</p> <p>Organisational Design and Development - Three Risks transferred across from the Human Resources Risk register covering a potential lack of staff engagement in mandatory training, a potential lack in manager skills to deliver change and a potential lack of effective talent management.</p> <p>Wellbeing - New Risk - Old School House, Ham Road, Shoreham - Failure to enable voluntary groups to find alternative accommodation. (Medium Risk)</p> <p>Planning and Development - Risk of loss of market share for Building Control due to aggressive competition and Fire Safety - Risk of failure to bring in additional fee income to cover the costs of the service. - Risks amalgamated as one because of the linked issues.</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Customer and Digital - Risk of failure of telephony - Risk to be removed on the basis that the stability of the telephony system has improved and has worked well during the lockdown.</p> <p>Revenues and Benefits - Risk of a potential cost of 80% mandatory rate relief to WBC for NHS Trusts - Risk to be removed from the Risk register because the Court appeal has been withdrawn by mutual consent of the parties involved. Legal firm acting on behalf of the local NHS Trusts advised formally, rejecting their multiple relief applications on the basis that the Court appeal has not been successful.</p>

Joint Governance Committee - 27 May 2021

Corporate 'High' Risks

<u>Risk</u>	<u>Internal Controls</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>
<p><u>Covid-19</u></p> <p>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.</p> <p>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".</p> <p>A future social and economic landscape will be significantly different and our ability to adapt will require careful consideration.</p>	<p>May 2021 -</p> <p>The self isolation payment platform has been enhanced to include the recently introduced grants for parents/guardians</p> <p>The Community response approach has shifted into community recovery and work is progressing well working with the Emergency Food Partnership.</p> <p>Good Work is developing well. The new Youth Hub as part of Good Work is planning to start in May for young people aged 18-24. The employment platform is still in place and we are using the employment advisors in a more targeted way through the Proactive Project.</p> <p>In addition officers are also working through some new Contain Outbreak Management Funding for work in relation to Covid and health outcomes. This will be focusing on prevention and early intervention to enable and support our communities</p> <p>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.</p>	Major	Likely

<p><u>Council Finances</u></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>May 2021-</p> <p>Councils have set a balanced budget for 2021/22 and the challenge now moves to 2022/23. There is considerable uncertainty regarding both the timing and the impact of the fairer funding review. Government funding for Covid related pressures has now increased to an estimated £5.306m (Adur £1.463m, Worthing £3.843m).</p>	<p>Major</p>	<p>Very Likely</p>
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<p><u>Welfare Reform</u></p> <p>'Welfare Reform' is used to cover a range of issues in particular:</p> <ul style="list-style-type: none"> • Changes to how benefits paid to those who are working to incentivise work. • Changes to the maximum level of benefits paid to families and individuals who are not working • Changes to how working age benefits are paid and a shift to one benefit package 'Universal Credit' (UC) • Benefits being administered largely by central government as opposed to local government - UC administered by DWP vs Housing Benefit by local authorities. • UC being paid monthly, to an individual person or family member, into a bank account. • Benefits for young people and single people reduced • Benefits for larger families reduced <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"> • 5-6 weeks gap before UC is paid (in some cases longer) • Local systems unable to track individuals in need, as the system is centralised and data is no longer available • Housing costs not being met by the 	<p>May 2021 -</p> <p>The situation in respect of the impact of Universal Credit on the live Housing Benefit caseload remains unchanged and the increased volumes of claims for Council Tax Support continues.</p> <p>Local Housing Allowance Rates increased during the pandemic and are set to remain at the increased rate.</p> <p>UC loans (whilst claims are assessed) are impacting low income households as the loans are reclaimed reducing income and households ability to meet daily living costs</p> <p>LAN funding: COMF funding secured to re-establish an emergency assistance fund for 1 year (21/22) to mitigate this impact</p> <p>Average weekly volumes of claims for Council Tax Support have been</p> <ul style="list-style-type: none"> • Throughout 2019/20: 40 • Throughout 2020/21: 58 • April 2021: 42 <p>Between 01.04.2020 and 01.05.2021 the number of "live" claims for Council Tax Support has risen by 0.56% in Adur and 2.59% in Worthing (and additional 22 claims in Adur and 154 claims in Worthing).</p>	<p>Major</p>	<p>Very Likely</p>
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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><u>Economic uncertainty</u></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>May 2021 -</p> <p>Safe Towns is focusing on supporting a smooth transition to reopening of the economy in line with the road map. Covid Information Officers are providing information, advice and guidance to businesses. Work is also continuing to focus on the use of outside space to ensure good social distancing and safety and pavement licenses, supporting businesses with grants and the safe running of events.</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>Major</p>	<p>Likely</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 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>The Safe Towns Group will help co-ordinate actions to help support</p>		
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	<p>businesses to reopen safely including:</p> <ul style="list-style-type: none"> ● Developing a new pavement policy - to make greater use of outdoor space, ● Developing a new #WelcomeBackAW campaign for local residents to the town centre ● Continuing with wise regulation to ensure businesses are operating safely ● Providing information and guidance for businesses to enable them to reopen safely, including targeted advice and support ● Adapting practices within the PH&R Team to ensure businesses can adapt, e.g. online food safety assessments. ● 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) <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 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</p>		
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	<p>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.</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><u>Housing supply</u></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&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</p>	<p>May 2021</p> <p>Demand for emergency / temporary housing continues to increase locally, across the county and nationally. In the last 12 months the increase has been largely from single person households, in the next six months this will shift to families as eviction ban ends and mortgage holidays come to an end. The eviction ban was further extended to 31 May 2021 and targeting households whose homelessness can be prevented will be a priority. Private rented sector is becoming increasingly inaccessible despite LHA uplift, attributable to i) less voids in all types of housing as the pandemic has slowed people moving ii) we are an attractive coastal area with property and rental cheaper than London and other areas in the Southeast - people moving into the area as can now work from home.</p> <p>Meeting immediate temporary accommodation demand:</p> <p>Leasing: In the last nine months six properties with a total of 41 units have been leased with a further 21 units under negotiation with a combination of the RSAP funding awarded by MHCLG and homeless budgets.</p> <p>Purchased:</p>	Major	Very Likely

<p>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>Downview phase 2 is due on line by the end of May 2021 adding an additional 8 units of 1 & 2 bed accommodation. . Rowlands Road is due on line by August 2021 with a total of 19 units with a mix of studio, 1& 2 bed properties.</p> <p>Prevention Opening Doors has increased its portfolio to 55 homes and continues to work to increase its portfolio.</p> <p>Referral process agreed for RSLs to joint work cases to prevent homelessness.</p> <p>Comms to landlords/letting agents/ tenants under notice to be created to enable targeted prevention work</p> <p>Funding secured through COMF to support homeless prevention: fund for personalised prevention packages and member of staff to administer for prevention / relief and casework households in TA.</p> <p>The Debt Respite Scheme goes live 4 May 2021 - this will give more time to rescue tenancies but will impact our ability to take enforcement action for our own cases.</p> <p>Winter funding was successfully used to offer all rough sleepers an accommodation option. The number of rough sleepers remained below 4 over the winter. MHCLG have awarded a transition fund to keep the current cohort in accommodation to enable positive move on. In the absence of an ongoing 'Everyone In' mandate there is a risk that rough sleeping will begin to increase. The multi-disciplinary Rough Sleepers Team continue to meet weekly to casework rough sleepers and those at risk of rough sleeping (e.g. risk of eviction, discharge from prison or hospital)</p> <p>West Sussex Districts and Boroughs and WSCC established a quarterly report 'Rough Sleepers Needs Audit': all rough sleepers, single people in temporary and supported accommodation have their housing, health,</p>		
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	<p>substance misuse needs audited and reported into housing, social care, SPFT and health to facilitate a strategic approach and co-commissioning. West Sussex Covid Response Group progressing this with RSL and Multi-disadvantage sub groups established.</p> <p>A partnership bid (West and East Sussex and Brighton and Hove) for the MHCLGs Changing Futures Programme has been shortlisted, as a member of the Steering Group we are preparing our submission for the final stage - if successful the work's aims to lead system change for multi-disadvantaged and complex need bringing together housing, health, mental health, criminal justice and the third sector.</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"> ● New Monks Farm (600 homes inc. 180 affordable homes) ● West Sompting (520 homes inc. 156 affordable homes) ● Western Harbour Arm (Free Wharf 540 inc. 162 affordable) <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"> ● Teville Gate ● Union Place 		
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	<ul style="list-style-type: none"> Grafton <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><u>IT Disaster recovery</u></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>April 2021-</p> <p>Work to reduce this risk is progressing at pace, with numerous key systems having been moved out of the data centre to more resilient and flexible cloud hosted solutions. Plans are in place and underway to migrate all systems that do not have to be hosted locally out of the data centre.</p> <p>The project plan to migrate the Revenues and Benefits system to the cloud is on target.</p> <p>Cloud hosted HR and Payroll system has gone live having been migrated out of the data centre.</p>	Extreme	Moderate
<p><u>Major Projects delivery</u></p> <p>The objective of the major projects programme is to deliver the economic, social and environmental benefits that these</p>	<p>May 2021 -</p> <p>Delivery of new homes including affordable homes, improving and supporting town centres, and providing employment opportunities are</p>	Major	Likely

<p>initiatives can bring to the places in Adur & Worthing, and to the people that live, work and visit them.</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>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 add clarity and '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>In the last 18 months a series of major milestones were reached on each of the major development projects including the delivery of a £4.5m decontamination at Decoy Farm, the grant of planning permission and successful tender for the construction of the Worthing Integrated Care Centre, and the grant of planning permission at Union Place amongst others. The challenge and the opportunity will be to</p>		
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	<p>maintain progress and delivery on the ground whilst adapting to changes in the wider economic landscape.</p> <p>(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).</p>		
<p><u>Climate Emergency</u></p> <p>Council response to the Climate Emergency needs to be threefold;</p> <p>1) Mitigating climate change 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 & Worthing under the UK100 Cities Pledge.</p> <p>2) Adapting to climate change; 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"> • Addressing drought and heatwave planning, addressing urban heat island effect, increasing green infrastructure, addressing wildfire risk. • 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, 	<p>April 2021-</p> <p>1) Mitigating climate change;</p> <ul style="list-style-type: none"> • Significant work streams are being delivered to reduce council carbon emissions and support decarbonisation across Adur & Worthing. In the first year of the Carbon Neutral Plan, Council emissions fell by 13%, exceeding the 10% year on year target to achieve carbon neutrality by 2030. • Govt data shows Adur & Worthing carbon emissions continue to fall year on year, with housing and industry related emissions dropping faster than transport mainly due to decarbonisation of electricity. However, these reductions are not on track to achieve net zero and radical transformations are needed to accelerate reductions. Data is published 2 years in arrears: • Adur DC and Worthing BC have signed up to the Net Zero pledge with UK100 Cities to work towards achieving net zero emissions across Adur and Worthing by 2045. • The Carbon Reduction team has secured Public Sector Decarbonisation Funding to deliver £2m of capital projects identified as part of the Carbon Neutral Plan work with Technical Services and Adur Homes. Within a year, these should reduce emissions from the councils' estate by approximately 12% and a pipeline of future projects. Projects include 2 large Heat pump projects, insulation and energy efficiency projects and solar PV installations. • The Worthing Heat Network project is now approaching the Commercialization stage for a £12m scheme and has had £250k support from BEIS to date. In March 2021 a BEIS HNIP funding application was submitted (for £6m) for Commercialisation & Construction funding. The scheme 	<p>Major</p>	<p>Likely</p>

<p>coastal defences, flood resilience.</p> <ul style="list-style-type: none"> • Preparing for extreme cold events. <p>3) Preparing for more frequent extreme climate events and impacts</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"> • Preparing for risks of damage to properties and infrastructure as well as risk to public health and safety from extreme weather events. • Developing resilience in local food, transport, energy and water systems and the built environment. • Lobbying government for a more robust approach to the multiple threats of climate change. 	<p>proposes to deliver a Worthing town centre heat network that will enable heat decarbonisation at scale based on a 3MW sewer source heat pump. The WHN consists of 28 connections of which 18 are public sector buildings or with 7 owners, 16 are WBC owned buildings or sites. The HN is expected to deliver 2454 tonnes CO2 savings per year when fully developed.</p> <ul style="list-style-type: none"> • PV Sol Software has been acquired to support design work for solar PV installations in order to develop more opportunities without the need for external consultancy support. • The councils are involved in consortia to deliver Green Homes Grant Local Authority Delivery programmes (LAD). These aim to decarbonise homes through installing measures such as insulation, new heating technologies and solar PV to homes rated D,E,F & G: <ul style="list-style-type: none"> ○ LAD1A, with SE Warmer Homes consortium, £3m to deliver measures in 300 homes ○ LAD1B with SE Warmer Homes consortium, £60m to deliver measures March-Sept 21 ○ LAD2, South East Local Energy Hub, £79m, Sept-Dec 21. • Under the Solar Together Sussex scheme, over 700 households in A&W registered interest to have PV and/or battery storage installed in homes - a phenomenal rate of interest. Due to expected drop off rates these are expected to reduce to around 100 installations. Involvement in a 2nd auction in Autumn 2021 is currently seeking political approval. • Work has been approved to collaborate with Brighton & Hove City Council to develop a business case to call off their procurement framework and bring the highly successful bikeshare scheme into Adur & Worthing. • Work is progressing on a countywide electric vehicle charging network that would provide charge points across Adur & Worthing on street and in council car parks. This would deliver one consistent, accessible, renewable powered EV charging network for West Sussex through a concessionary contract. • Work is ongoing to collaborate with WSCC on the successful 		
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	<p>delivery of new cycling schemes located on county highways.</p> <p>2) Adapting to climate change;</p> <ul style="list-style-type: none"> ● Development of opportunities on council owned land, in and bordering Adur & 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 (see Sustainability section below) ● The Strategic Flood Risk Assessment has been updated and found that the following number of sites are predicted to be at risk of surface water flooding (Section 12): 41 development sites in A&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. ● Adur DC has approved project costs for coastal defence works at Kingston Beach ● Technical Services are assessing flood risk on/in vicinity of council owned land/buildings to identify opportunities for projects to improve climate resilience. ● Parks are planning to review opportunities for flood mitigation through an increase in permeable surfaces and rain gardens ● 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. ● 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 <p>3) Preparing for more frequent extreme climate events and impacts</p> <ul style="list-style-type: none"> ● 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. 		
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	<p>Covid-19 impact - Created delays to those measures being delivered in homes and to the Green Homes Grant LAD project and the Solar Together Scheme.</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>
<p>1. Rising costs of emergency and temporary accommodation</p>	<p>Increased pressure on general funds</p> <p>Councils have to spend money on expensive B&B type accommodation.</p> <p>COVID-19 pressures 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>May 2021 - 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</p>	<p>Major</p>	<p>Very Likely</p>

		accommodation to reduce the number of households in TA.		
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>Covid-19 impact 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>	Major	Very Likely

		<p>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><u>Adur Homes</u></p> <p>1. Compliance - Fire, Gas, electrical and water quality (Adur Homes)</p>	<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 etc</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</p>	<p>May 2021 - Contact has been made with most tenants isolating and gas safety inspections carried out. 99.43% of properties now have a valid Landlord Gas Safety certification with only 13 properties left overdue. New contract has been implemented. Several efforts have been made and continue to be made to gain access to these properties. Also working with Legal to get an injunction to access two of these properties which we have been unable to gain access to despite several efforts, which predates COVID-19.</p> <p>A dedicated team from across the Councils is targeting compliance issues in Adur Homes stock. Focus is being given to ensure all properties have electrical safety certification and compliance with asbestos regulations. Appropriate specialist assistance has been engaged to help with this work.</p>	Extreme	Moderate

	<p>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>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>Capital Investment works 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 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</p>		
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		<p>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 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>		
<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 -Reduced ability to Invest in capital expenditure to maintain buildings and properties and new homes</p> <p>2. Operational - Limited ability to deliver good quality services and meet customer need -Ability to cover day to day repairs and maintenance</p> <p>3. Business Sustainability/failure -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>May 2021 - 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>	Major	Likely

	<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>Covid-19 impact - rent arrears are expected to be higher.</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> <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>
<p>1. Risk to overall financial position - Known areas of risk within the budget eg Income from demand led services, outcomes</p>	<p>1. Go over budget 2. Do not have resources to meet priorities.</p> <p>Covid 19 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>May 2021 - The Councils have received substantial Government covid 19 funds towards the impact in 2020/21 which is mitigating this risk in the current year. There is an ongoing commitment to support Councils in the first</p>	<p>Major</p>	<p>Likely</p>

<p>of job evaluation, Pay award higher than assumed.</p>		<p>quarter of 21/22. In addition the Councils have approved contingency budgets to further support the position.</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 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>Covid-19 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>May 2021 - Councils have set a balanced budget for 2021/22 including building in capacity to fund Covid 19 risks.</p> <p>Government settlement confirmed for 2021/22 in line with expectations. Now awaiting information regarding the future of the fairer funding review.</p> <p>Closely monitor progress through Budget/ Performance Monitoring. Where issues are identified, build 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 now in progress 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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<p>3. Future resources from Government are less than assumed</p>	<p>Budget shortfall is understated leading to a greater level of savings. Particular issue in the 21/22 Financial Year is likely due to fairer funding review.</p>	<p>May 2021 - Settlement for 2021/22 now received. Risk is now for 2022/23 and future years.</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 Covid 19 impacts.</p>	<p>Major</p>	<p>Likely</p>
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		1 year Comprehensive spending review is expected.		
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>May 2021 - 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

Joint Governance Committee - 27 May 2021

Major Projects Risks

<u>Risk</u>	<u>Internal Controls</u>	<u>Project Timeline</u>	<u>Risk Impact</u>	<u>Risk Likelihood</u>	<u>Risk assessment</u>
Union Place development - Risk that the Council will be delayed in bringing the site forward as a mixed use development.	<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>Planning permission granted at Planning Committee awaiting signing of s106 agreement due for completion by May 2021 and the site to then be marketed to find a Partner Developer.</p> <p>Decision to dispose of the permitted scheme to development contractors who will build to the Council's approved masterplan. Marketing agent appointed and will commence summer 2021. 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>	Construction of the site is expected to commence in 2022.	Minor	Unlikely	Low
. 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.	<p>First phase of the development to decontaminate the site has been realised using the Coast to Capital LEP funding significantly reducing the risk as there is now no chance of losing the grant funding. A business case is being prepared for the development of the site for mixed industrial and commercial development and a planning application and construction tender will follow in 2021.. Risk reduced to Low Risk.</p> <p>Local Growth funding of £4.84 million secured to reduce the risk of the project and to ensure a viable redevelopment.</p>	It is anticipated that the construction of the industrial development will commence in 2022.	Minor	Unlikely	Low

	<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>Development of Adur Civic Centre (Phase I and Phase II) will not proceed or will be delayed and the social, economic and environmental benefits of development will not be realised.</p>	<p>Phase I - Management of construction. (Complete).</p> <p>Phase II - Project plan for bringing site to market. - Site advertised for disposal/development going through process.</p> <p>Disposal of site agreed to Hyde Housing Group. Planning application received (May 2021) as expected. Expected to go to Committee in summer 2021.</p>	<p>Construction on site for housing development in early 2022.</p>	Moderate	Unlikely	Medium
<p>Redevelopment of the Grafton Car Park site in Worthing is not realised</p>	<p>May 2021 - Development strategy as set out in JSC ireport is being progressed with a view to getting a planning application submitted in 2022 and commence on site in 2023.</p> <p>December 2020 - Report considered at JSC which approved next steps in project.</p> <p>Progress being made on resolving technical and title issues.</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>Anticipated commencement on site in 2023.</p>	Moderate	Moderate	Medium

	<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>				
<p>Provision of flood defence walls on the Sussex Yacht Club site - Risk of further flooding if defence walls are not built</p>	<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> <p>Purchase of land completed. Works commenced Summer 2019 for new club house and new flood defence works to commence in late 2021.</p>	<p>New flood defence works to commence in late 2021.</p>	Moderate	Rare	Low
<p>Redevelopment of the Civic Centre car park site for approved Health Centre in Worthing - Risk that the redevelopment does not proceed or is delayed.</p>	<p>May 2021 - Tender process complete and price within the financial envelope to ensure it is viable. Ongoing work with tenants to ensure that agreements to leases are signed before the Council enter into the construction contract. Final business case approved at March 2020 JSC committee.</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>Construction commences Summer/Autumn 2021 and anticipated completion is spring 2023.</p>	Moderate	Unlikely	Medium

	<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>				
<p>Teville Gate redevelopment site, Worthing - Risk of delays in the development</p>	<p>Site is owned by Mosaic Capital and WBC have a long lease on part of the site.</p> <p>LGF awarded to WBC of £2 million to acquire and demolish Teville Gate Car Park and surrounding buildings to improve site viability and ease of construction.</p> <p>Planning permission granted at Planning Committee on the 4 March 2020 subject to s106 agreement being entered into by Mosaic Capital. Currently awaiting completion of s106 agreement.</p> <p>November 2020 Joint Strategic Committee - Mosaic Capital offering the site for sale subject to formal grant of planning permission. JSC agreed in principle for WBC to enter into a joint venture with a housing development partner who would purchase the site with the Council and bring forward a residential led, mixed use development.</p> <p>May 2021 update - Planning obligation now being signed to approve Mosaic's scheme. This will allow sale to housing development partner and the Council. However this has delayed when a new planning application will be submitted.</p>	<p>If the Planning application is approved in early 2022, construction on site could commence later in 2022.</p>	<p>Major</p>	<p>Moderate</p>	<p>Medium</p>
<p>New Monks Farm/Shoreham Airport - Risk of failing to deliver housing and employment as set out in the Local Plan if the development does not proceed.</p>	<p>August 2020 - Construction work started on site and Cala Homes building the first few properties.</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>Construction of houses underway. Ikea development is dependent on construction of roundabout on A27.</p>	<p>Moderate</p>	<p>Rare</p>	<p>Low</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>April 2021 update - All LEP funding paid to developers as the infrastructure (new gypsy and traveller site and roads) completed. Housing being built and delivery of Ikea store dependent on completion of roundabout on the A27.</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 2021.</p> <p>January 2021 - Resolution to grant permission at Kingston Wharf and applications expected for 3 other Western Harbour Arm sites.</p> <p>April 2021 update - Low Risk as sites are coming forward more quickly than expected. Site allocated on the basis that it would take 15 years to bring forward.</p>	<p>Work has started on construction of housing.</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>April 2021 update - Reconsultation delayed as WSCC requires wider traffic calming scheme to be implemented. Not likely to go to Committee until July 2021</p>	<p>Planning application not likely to go to Committee until July 2021.</p>	Moderate	Moderate	Medium

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