



ADUR & WORTHING
COUNCILS

Joint Governance Committee
23 November 2021

Ward(s) Affected: N/A

Risks & Opportunities Update Report

Report by the Director for Digital, Sustainability & Resources

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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 March 2022.

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 27 May 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 The financial landscape has changed due to the impact of the Coronavirus and the measures that were implemented to manage the pandemic have impacted on the Councils with a fall in income and additional cost pressures falling on the Council over the last 19 months (in particular with loss of car parks incomes and additional pressure on housing needs services). The Government has provided support to Councils during the emergency in the form of some grant funding, some grants designated for specific use, such as homelessness support, others non specific. The government support through the Sales, Fees and Charges Income Guarantee Scheme has been extended to include the first quarter of 2021/22. However, the scheme's limitation is that it only covers income from fees and charges, it excludes any rental, commercial or investment income. Despite these challenges, the Councils have continued to provide the range of services and support for the homeless and others who are vulnerable as well as providing support for local businesses and tenants.
- 4.2 Reports continue to be provided to the Councils, the Joint Strategic Committee (JSC) and Joint Overview and Scrutiny Committee (JOSC) on how the Councils have been managing finances and responding to the pandemic. Relevant reports that have been produced since the last report to this Committee and should be read in conjunction with the information provided in this report are:-
- Covid funding and use of Chief Executives urgency powers - Item 5 JSC 8 June 2021
 - Financial Performance 2020/21 - Revenue Outturn - Item 7 JSC 13 July 2021
 - Developing a revenue budget for 2022/23 at the time of a pandemic - Item 8 JSC 13 July 2021

- Investing for our future - Capital Strategy 2022/25 - Item 9 JSC 13 July 2021
- 1st Quarter Revenue Budget monitoring report 2021/22 - Item 5 JSC 7 September 2021
- 1st Quarter Capital Investment Programme and Projects monitoring 2021/22 - Item 6 JSC 7 September 2021
- Annual Treasury Management report 2020/21 for Adur District Council and Worthing Borough Council - Item 7 JSC 7 September 2021
- Covid-19 response - Economic recovery, support for the vulnerable and health and wellbeing review - Item 9 JOSC 14 October 2021

4.3 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.

4.4 This report includes changes required to the Risks and Opportunities since the last report to the Committee in May 2021.

5. Engagement and Communication

5.1 The updates on Risks and Opportunities as contained in Appendices A, B and C have been produced in discussion with Heads of Service and Directors as part of the regular review process. The Council Leadership Team, Organisational Leadership Team and relevant Officers have been consulted on the production and contents of this report.

6. Financial Implications

6.1 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.

7. Legal Implications

7.1 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 27 May 2021

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.

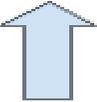
APPENDIX A

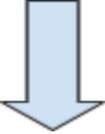
Joint Governance Committee - 23 November 2021
Updates on Risk and Opportunity Management

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

<u>Economy Directorate</u>	<u>May 2021 update</u>	<u>November 2021 update</u>
Facilities & Technical Services Major Projects & Investment Place & Economy Planning & Development Leisure	7 Risks - No change 10 Risks - No change 7 Risks - No change 18 Risks - No change 1 Opportunity - No change 1 Risk - No change	7 Risks - No change 10 Risks - No change 7 Risks - No change 19 Risks - Plus 1 0 Opportunity - Minus 1 1 Risk - No change

<u>High Risks on Service Risk registers</u>	<u>May 2021 update</u>	<u>November 2021 update</u>
Housing Adur Homes Financial Services	2 - No change 2 - No change 4 - No change	2 - No change 2 - No change 4 - No change

 Risks where assessment score has increased since the last report	<p>Organisational Development & Design -</p> <p>People not engaging in mandatory training which leaves the Council exposed to risks - Risk increased to Medium Risk from Low Risk because of a drop in take up of training in some areas.</p> <p>Planning and Development -</p> <p>Development Management fee income - Risk increased to Medium Risk due to reduction in fee income for Worthing.</p> <p>New Monks Farm and Shoreham Airport - Major applications for both sites are not approved and developments delayed. - Risk increased to Medium from Low Risk due to Ikea decision not to build a new store on site.</p>
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 <p>Risks where assessment score has reduced since the previous report.</p>	<p>Adur Homes -</p> <p>Failure to be able to undertake the repairs in a timely fashion. Failure to undertake repairs quickly after the Covid-19 'lockdown' periods ends because the service is likely to be overwhelmed with demand. - Risk reduced to Low Risk from Medium because repairs service has now returned to normal following the end of Covid-19 'lockdowns'.</p> <p>Organisational Development & Design -</p> <p>Failure to manage talent results in loss of talent and increased hiring costs etc and affects ability to undertake succession planning - Risk reduced to Low Risk from Medium because of the work being undertaken to manage talent.</p>
<p>New Risks/Opportunities added since last report or changes to Risk descriptions</p>	<p>Customer & Digital (Waste & Recycling) - Compliance with the Environment Bill and implications for the refuse and recycling service - High Risk</p> <p>Recruitment and retention of HGV drivers due to national shortage - Medium Risk</p> <p>Legal Services - Legal Services advice for day to day project management of major projects - Medium Risk</p> <p>Information Governance issues and scheme of delegations. Incorrect delegations - Medium Risk</p> <p>Planning and Development - GDPR compliance and risk that service publishes personal details or sensitive information which breaches GDPR and Data Protection Guidelines - Risk added following Audit recommendation..</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Planning and Development - Service Redesign with Customer and Development Management - Opportunity to transition to a sustainable service model</p> <p>Opportunity to maximise commercial advantage whilst delivering a premium service to customers and the communities. - These are removed because the issues are now covered in existing risks and issues relating to Building Control and other fee income.</p>

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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>November 2021</p> <p>The volume of applications for £500 self isolation payments increased significantly from the end of June but has now reduced following changes to the self isolation rules from 16 August. The scheme has been extended until 31.03.2022 and officers are working hard to determine applications as quickly as possible. This is creating capacity issues across the teams due to the support needed for these. However this work is also providing some valuable insights around finance and debt for the teams.</p> <p>Covid remains a significant risk to the workforce and measures continue to be in place to try and reduce the risk of infection and likelihood of its spread and therefore impact on teams.</p> <p>Eligible businesses that received 100% Business Rates Relief from 1 April 2020 and 1 April 2021 had revised bills issued following the reduction in relief to 66% from 1 July 2021.</p> <p>The Covid Business Grants closed in July. Over £60m has been distributed through over 8,000 transactions in the last 18 months. The Council is now processing the final claims with a reconciliation process to follow.</p>	Major	Likely

	<p>Following the easing of all social distancing restrictions, and the new regulations around self-isolation, our places and businesses are reporting a good level of 'bounce back'. However, this will need to be reviewed as we move into the Autumn / Winter season.</p>		
<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>November 2021</p> <p>The Councils have reviewed the Medium Term Financial Plan and approved the budget strategy for 2022/23. The fairer funding review has been delayed a further year and it is not clear what will replace it for 2022/23. A further update will be presented to members in November / December on progress in setting the budget.</p>	<p>Major</p>	<p>Very Likely</p>

<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>November 2021</p> <p>The situation in respect of the impact of Universal Credit on the live Housing Benefit caseloads remains unchanged and the volume of new claims for Council Tax Support has returned to normal levels (and has not increased following the end of the furlough scheme). The live Council Tax Support caseload in Adur remains static and the caseload in Worthing is reducing.</p> <p>Autumn Recovery work is well underway to ensure good planning around:</p> <ul style="list-style-type: none"> • Identifying those at risk of not coping using available data sets including the LIFT Platform • Developing stronger pathways to support for people identified through internal and partner support • Developing the safety net of provision around support including our Money Mentors and also also working with our partners to understand capacity and demand <p>We are also working with our local food providers and have provided short term resources to aid the food supply and are working on the provision of shared food storage space.</p> <p>Work is also underway to develop a clear process for referring people through to the Household Support Grant which is being administered by WSCC to help alleviate the issues arising around UC support.</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>November 2021 -</p> <p>Safe Towns continues to meet to oversee the safe reopening of our high streets. The group, comprising internal officers and external agencies (including the TCI, Traders Associations and Police) meet monthly to ascertain how our places continue to operate in the context of Covid-19. Due to the national direction, the group has decided to remove all Covid-19 markings and signage, however messaging to businesses remains in terms of safe practices. The Covid-19 signage has gone into storage if these are to be required in the future.</p> <p>The group continues to discuss agreed actions around large scale events (e.g. November fireworks) and whether these need further escalation. The number of pavement licences continues to increase with over 80 businesses now registered. Environmental Health colleagues are continuing to analyse the temporary regulations around outdoor trading, longer opening hours and off sales.</p> <p>The Business Support page under the Coronavirus section of the</p>	<p>Major</p>	<p>Likely</p>

	website remains live and is regularly updated with the latest information for businesses. Active communications to businesses continue.		
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<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 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>November 2021</p> <p>Meeting immediate temporary accommodation demand:</p> <p>Leasing:</p> <p>Additional sites are being explored and under negotiation with two sites potentially providing 46 units of accommodation.</p> <p>Purchased/Owned:</p> <p>Downview phase 2(Worthing) now due by end of the year providing additional 8 units of 1 & 2 bed accommodation. .</p> <p>Rowlands Road (Worthing) is also now due by the end of the year with a total of 19 units with a mix of studio, 1& 2 bed properties.</p> <p>Albion Street (Adur) has started on site to provide 6 units.</p> <p>Options for a further x2 sites (one Adur, one Worthing) being explored.</p> <p>Meeting medium to long term demand:</p> <p>Prevention/Permanent Housing:</p> <p>Cecil Norris House (Adur) completed 15 new homes.</p> <p>Bayside (Worthing Homes) completed 20 new homes (studio, 1 and 2 bed)</p> <p>Opening Doors has increased its portfolio to 67 homes with a further 24 expected to be tenanted by the end of the year, 21 of which with a larger property developer which may 'open the door' to deliver additional schemes with developers in the future. Despite rents rising beyond LHA, individual landlords continue to show interest in the</p>	<p>Major</p>	<p>Very Likely</p>
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	<p>scheme. We have also 'floated off' 16 tenancies, which means that, because they have been successful for two years, the council is no longer liable for the rent guarantees on those properties.</p> <p>We are also now working with our landlords who are providing HMO emergency accommodation and converting them into permanent offers of accommodation after a period of tenancy sustainment through the Opening Doors scheme. We have so far completed successfully on two of these with a further two in the pipeline. With rising numbers of single person placements and lack of available move on accommodation, this is proving to be a very useful method in securing long term accommodation for this cohort.</p> <p>RSL Forum now well established to facilitate partnerships for meeting housing needs.</p> <p>The numbers of families now homeless is increasing as well as numbers of single people homeless continuing to increase.</p> <p>We are in the process of recruiting an additional member of staff with COMF funding to work with households in temporary accommodation who we have accepted a full duty to, to complete further assessments to identify unmet areas of support including financial support and provide support to move on from temporary accommodation.</p> <p>We successfully bid for funding from the:</p> <ul style="list-style-type: none">● Accommodation For Ex-Offenders (AFEO) scheme providing support and funding to access the private sector. This work involves linking closely with probation and their CAS3 accommodation scheme for those not owed a housing duty.● Rough Sleeper Accommodation Scheme (RSAP) to provide capital funding and floating support to complex need single people.		
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<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>November 2021</p> <p>The implementation date to migrate the Revenues and Benefits system to the cloud has been changed to November 2021 with User Acceptance Testing currently almost completed.</p> <p>Cloud hosted HR and Payroll system has gone live having been migrated out of the data centre.</p>	<p>Extreme</p>	<p>Moderate</p>
<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 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>November 2021</p> <p>Covid-19 impact - Covid19 impact will continue to add a degree of uncertainty to the property market. 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 could 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. During 2021 full business case has been approved for the development of the Worthing Integrated Care Centre, flood defences at Sussex Yacht Club, Colonnade House and Southdownview Road and Outline Business Case approved for the development of a major industrial development at Decoy Farm in Worthing. More detailed updates on these projects</p>	<p>Major</p>	<p>Likely</p>

	<p>are available in the individual project risks that are included elsewhere.</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>A series of major milestones have been 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>(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</p>	<p>Record breaking global heating temperatures are continuing to be recorded. In July 2020 the Met Office published it's 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. UK Govt has committed to net zero carbon by 2050.</p>	<p>Major</p>	<p>Likely</p>

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.

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

- 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, coastal defences, flood resilience.
- Preparing for extreme cold events.

3) Preparing for more frequent extreme climate events and impacts

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.

- 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,

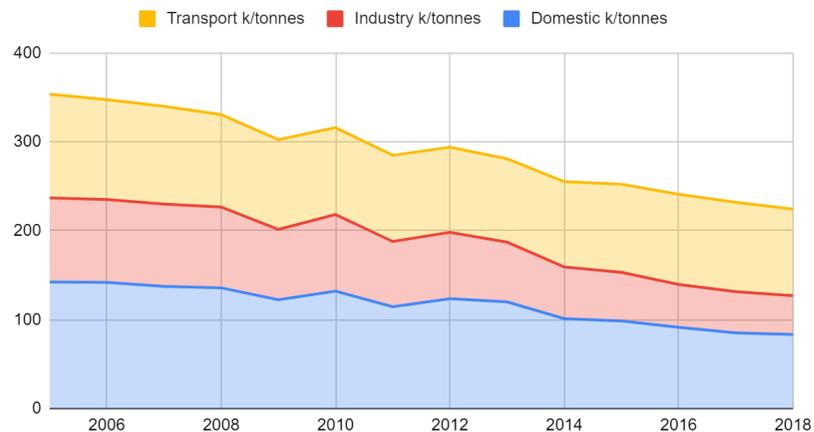
In August 2021 the Intergovernmental Panel on Climate Change (IPCC) released its sixth assessment report, stating that globally the last five years have been the hottest on record since 1850 and that it is 'virtually certain' that hot extremes including heatwaves have become more frequent while cold events have become less frequent and less severe.

November 2021-

1) Mitigating climate change;

- Significant work streams are being delivered to reduce council carbon emissions and support decarbonisation across Adur & Worthing. Last year (2020/21), Council emissions fell by 7.4%.
- 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:

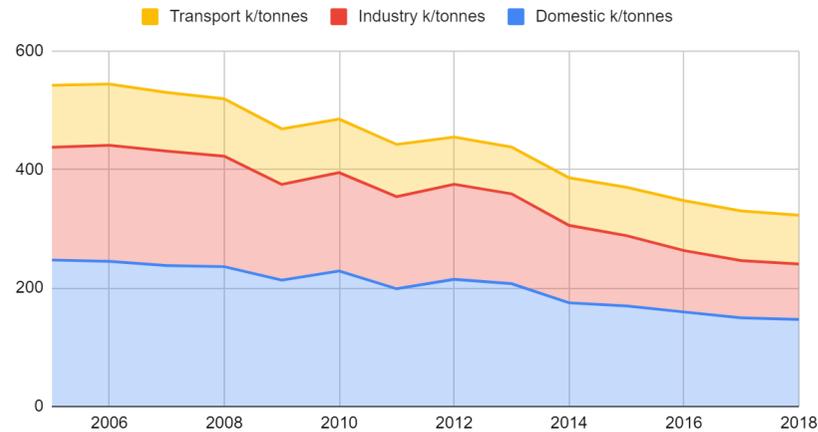
ADUR Annual Carbon Emissions (thousand tonnes/year)



transport, energy and water systems and the built environment.

- Lobbying government for a more robust approach to the multiple threats of climate change.

WORTHING Annual Carbon Emissions (thousand tonnes/year)



- 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 and are delivering £2m of capital projects identified as part of the Carbon Neutral Plan work with Technical Services and Adur Homes. These are projected to 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 Commercialisation stage for a £12m scheme. The Council is now in receipt of a £5m HNIP (BEIS) funding agreement for Commercialisation & Construction funding. The scheme 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

	<p>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. ○ LAD3, with SE Warmer Homes consortium, bid amount tbc. ● Under the Solar Together Sussex scheme, over 700 households in A&W registered interest to have PV and/or battery storage installed in homes in the first auction. Due to expected drop off rates these are expected to reduce to around 80 installations. A 2nd auction has just been run, with over 435 participating across A&W.. ● The councils are collaborating with Brighton & Hove City Council to call off their procurement framework and bring the highly successful BTN Bikeshare scheme into Adur & Worthing including 50% electric bikes. ● 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 that is due to begin installing charge points in 2022. ● Work is ongoing to collaborate with WSCC on the successful delivery of new cycling schemes located on county highways. 		
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	<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 as part of Sussex Bay 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 as part of Sussex Bay 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. • The 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, so 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 households into settled homes will present a challenge.</p> <p>October 2021 - some landlords requesting rent increases up to 15% on current charges</p> <p>August 2021 - Due to the impending changes in regulation of the private rented sector, more landlords are not renting to those on benefits.</p> <p>Post-pandemic demand has increased as there has been a reduction in private and social housing available to let.</p>	<p>November 2021</p> <p>Demand for emergency / temporary housing continues to increase, with an increasing number of families becoming homeless as well as single people there is also an increase in families as eviction bans end and furlough comes to an end.</p> <p>New supply: 19 units in Rowlands Road, Worthing and 8 in Phase 2 of the Downview development in Worthing are due for completion in November. Start on site has also taken place for 6 further flats in Adur District.</p> <p>We have a total of 67 lets on the Opening Doors Scheme, with a further 24 in the pipeline that we expect to sign up by the end of the year. We have also 'floated off' 16 tenancies, which means that, because they have been successful for two years, the council is no longer liable for the rent</p>	<p>Major</p>	<p>Very Likely</p>

	<p>As well as an increase in demand, households in temporary accommodation are likely to remain longer due to lack of move on accommodation.</p> <p>Particularly for single people there is an increase in complex support needs - the most affected age groups are U25s and over 50s with an increase in over 70s becoming homeless.</p>	<p>guarantees on those properties.</p> <p>We have completed a contract with a larger property developer, and 21 of the 24 pipeline properties in Worthing that will be let through the Opening Doors service. Individual landlords are also still showing interest in the scheme, despite the fact that rents are continuing to rise and LHA rates remain frozen.</p> <p>In addition x3 properties newly leased since January 2021 providing x30 units of accommodation</p> <p>We are also now working with our HMO emergency accommodation landlords to turn emergency accommodation placements into permanent offers of accommodation, where appropriate, through the Opening Doors scheme. We have so far completed successfully on two of these with a further two in the pipeline. With rising numbers of single person placements and lack of available move on accommodation, this is proving to be a very useful method in securing long term accommodation for this cohort.</p> <p>We are in discussion with RSL partners to develop move on options/accommodation to prevent homelessness.</p> <p>To expand prevention work, grant funding is to be used to provide additional staffing to resource Proactive and OneStop work to support those in need, connecting those</p>		
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		<p>threatened with homelessness to the support they need (e.g. debt/work/mental health/utilities and food support). COMF and Housing Support Fund will be used to sustain current homes of any tenure type where viable to provide a buffer to support households back into work but to note that the top 2 reasons for homelessness are 'no fault' Section 21 notices i.e. no rent arrears or ASB but e.g. the landlord is selling the property and family/friends evictions which are situations that are not preventable.</p> <p>Once this is in place and households known to be threatened with homelessness have received support, data tools and comms will be used further to target those who are experiencing difficulties that could lead to homelessness expanding our prevention work.</p> <p>Referral routes and links with RSLs to carry out prevention work and provide support are established.</p> <p>We are working closely with all Duty to Refer agencies to agree housing plans to prevent homelessness as well as working closely with probation to ensure prison releases not owed a housing duty under HRA are provided accommodation under probations CAS3 scheme with support to secure private sector accommodation.</p> <p>Monthly young persons panels are now established.</p>		
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<p>2. Overall Risk of increasing demand for housing advice and homelessness applications</p>	<p>November 2021 - More landlords will seek to evict following the easing of restrictions on evictions. As the furlough comes to an end and financial support is ended there is a risk that more people lose employment and get into financial difficulties and cannot maintain accommodation. There has been an increase in the number of people presenting as homeless.</p> <p>Impact on front line service delivery for customer services in terms of Contact Centre and front line services from Portland House.</p> <p>Increased waiting time for housing advice and casework.</p> <p>Increased costs of temporary and emergency accommodation.</p> <p>Increased competition for limited affordable housing supply.</p> <p>Risk of not meeting legal obligations of the Homelessness Reduction Act 2017</p> <p>Covid-19 impact has caused the 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 Acquisitions and Landlord Support Team dedicated to seeking private sector accommodation</p> <p>Early identification of potentially vulnerable individuals and families to the development of multi agency pathways eg hospital discharge and care leavers. Better joint working with agencies to prevent crisis presentations.</p> <p>Improving Communication and digital offer to increase customer self service and understanding of alternatives with the aim to reduce administration and officer time processing applications.</p> <p>Working with partners across sussex in Sussex Home-Move Partnership to implement the new Home Connections System Better recording and case management.</p> <p>Improve the Housing Team performance.</p> <p>Trialling different methods of assessing people's needs.</p> <p>Capacity of Portland House being assessed.</p>	<p>Major</p>	<p>Very Likely</p>
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		Service redesign - This has created 3 additional officer posts to provide advice.		
<p>Adur Homes</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 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>November 2021 - Actions being undertaken as part of the Adur Homes transformation plan to improve the service. Transformation Manager now in post to take this forward. Housing working with a consultancy firm to make sure we undertake compliance obligations. Focus on this work includes gas safety, fire safety, asbestos, lifts, legionella and general health and safety. A Task and Finish Group has been set up which is chaired by the Director for Economy.</p> <p>Compliance Manager has introduced a weekly compliance review and actions</p> <p>Fire Safety Manager Appointed and Compliance & Fire Safety Officer being recruited. Fire action plan in place.</p> <p>Quarterly meetings being held with WSFRS. FRAs being completed as part of an agreement with Potter Raper and include loft spaces, void risers and service cupboards.</p> <p>Works required have been assessed and prioritised according to risk by the new Fire safety Officer. Several fire remedial works are now being implemented across our stock. This includes our estate wide front</p>	Extreme	Moderate

		<p>entrance fire door replacement programme. Engagement with leaseholders to identify and support them to bring their doors into compliance with the current legislation, is also ongoing.</p> <p>Adur Homes and Council Business & Technical Services Teams continue working together to deliver a range of compliance projects eg. Fire doors/landlord electrical - Smoke detection and emergency lighting.</p> <p>Water tanks now inspected and plan in place to replace them when necessary.</p> <p>April 2021 - Gas safety monitoring and compliance at 99.34%.- 15 overdue. New contract has been implemented.</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>4. Housing Revenue Account - Financial sustainability as a result of Rent Reduction Policy and Rent collection levels - Impact on budget and service provision</p>	<p>1. Financial</p> <ul style="list-style-type: none"> -Reduced ability to Invest in capital expenditure to maintain buildings and properties and new homes <p>2. Operational</p> <ul style="list-style-type: none"> - Limited ability to deliver good quality services and meet customer need -Ability to cover day to day repairs and maintenance <p>3. Business Sustainability/failure</p> <ul style="list-style-type: none"> -deficit budgets set for forthcoming years, any further uncertainty could result in business failure 	<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>	Major	Likely

	<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>Covid-19 impact - rent arrears are expected to be higher.</p>	<p>Reviewing what services we offer with the budget available.</p> <p>Prudent management of revenue budget</p> <p>Focus on reducing rent arrears and being monitored monthly by the Head of Service.</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>Increase in 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>There is a commitment by the Government to support Councils in the first quarter of 21/22 to mitigate the impact of Covid 19 on the Councils budget. In addition the Councils have approved contingency in 2021/22 budgets to further support the position.</p>	<p>Major</p>	<p>Likely</p>

<p>of job evaluation, Pay award higher than assumed.</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>Budget management strategy in place to build reserves and to better manage risks.</p> <p>Covid-19 - Developing a new strategy to help address the financial implications of the Covid-19 emergency.</p> <p>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>		
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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>The Councils have reviewed the new Medium Term Financial Plan and identified the likely shortfall for 2022/23. It is now likely that the fairer funding review is being delayed until 2023/24 which makes future planning difficult</p> <p>Council has set a balanced budget for 2021/22 including building in capacity to fund Covid 19 risks.</p> <p>Closely monitor progress through Budget/ Performance Monitoring. • Where issues are identified, 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 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>Major</p>	<p>Likely</p>

		Deferral of expenditure where possible to help mitigate the current financial position.		
3. Future resources from Government are less than assumed	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>Lobby Government for an appropriate resource distribution. • Take action to reduce the overall cost of services or increase income where possible.</p> <p>Councils have responded to new Business Rate retention scheme proposals.</p> <p>Councils have responded to the fairer funding review consultation. Councils have responded to the Local Government settlement consultation.</p> <p>Councils have now received a 1 year settlement for 2021/22.</p> <p>Awaiting the outcome of the Fairer funding review which has been delayed a further year due to Covid 19 impacts.</p>	Major	Likely
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>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. Risk is now for the 2022/23 budget round which is in progress.</p>	Major	Likely

Joint Governance Committee - 23 November 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>
<p>Union Place development - Risk that the Council will be delayed in bringing the site forward as a mixed use development.</p>	<p>November 2021 update - S106 agreed. Planning permission to be issued. Marketing of the site undertaken and bids currently subject to evaluation and due diligence.</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>Site to 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>	<p>Construction of the site is expected to commence in late 2022.</p>	<p>Minor</p>	<p>Unlikely</p>	<p>Low</p>
<p>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>	<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 2022. Risk reduced to Low Risk.</p>	<p>It is anticipated that a detailed planning application will be submitted in Summer 2022 with a commencement of the first phase in late 2022/ early 2023.</p>	<p>Minor</p>	<p>Unlikely</p>	<p>Low</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>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. Application submitted and due to be considered at the end Nov/early Dec 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>October 2021 - Development strategy as set out in JSC ireport is being progressed however at a delayed pace following the purchase of Teville Gate to which significant resources have been diverted. The current car park is continuing to be maintained to ensure that it remains a safe and secure asset.</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>Anticipated commencement on site in 2024</p>	Moderate	Moderate	Medium

	<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>				
<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. Demolition of the existing club house took place in October 2021 as an initial first step. Some further flood modelling is required to assess the impact of the flood defence barrier on fluvial flooding.</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. Demolition undertaken in October 2021</p>	Moderate	Rare	Low
<p>Redevelopment of the Worthing Civic Centre car park site for approved Health Centre in Worthing - Risk that the redevelopment does not proceed or is delayed.</p>	<p>October 2021 - Heads of Terms agreed with various tenants allowing Council to proceed with construction contract. Commencement on site in November 2021.</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>Construction is confirmed to commence in October/November 2021 and anticipated completion is spring 2023.</p>	Moderate	Unlikely	Low

	<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>				
Teville Gate redevelopment site, Worthing - Risk of delays in the development	<p>November 2021 update - Council has now purchased the site on its own and will be looking for a partner developer and temporary uses on the site pending redevelopment. New scheme to be progressed in 2022 and planning application to follow.</p>	The development strategy will be subject of a forthcoming JSC paper but it will focus on commencing on site in 2023.	Major	Moderate	Medium
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>November 2021 update - Ikea is marketing the site for alternative development in the next two months. Reserved Matters application submitted for commercial development at Shoreham Airport due to be considered in January 2022.</p> <p>August 2021 - Risk increased to Medium. Ikea has announced it will not be building a new store and it is to market the site later this year. Meanwhile work proceeds on the infrastructure and work recently started on the roundabout. Permission also granted for the 4th arm serving Coombes Road.</p> <p>April 2021 - All LEP funding paid to developers as the infrastructure (new gypsy and traveller site and roads)</p>	Construction of houses underway.	Moderate	Likely	Medium

	<p>completed. Housing being built and delivery of Ikea store dependent on completion of roundabout on the A27.</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>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>October 2021 - Two further applications submitted for Frosts and Howard Kent sites.</p> <p>April 2021 - 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>January 2021 - Resolution to grant permission at Kingston Wharf and applications expected for 3 other Western Harbour Arm sites.</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>Work has started on construction of housing.</p>	<p>Moderate</p>	<p>Rare</p>	<p>Low</p>
<p>West Sompting redevelopment - Risk of</p>		<p>Awaiting the signing of the S106 Agreement</p>	<p>Moderate</p>	<p>Moderate</p>	<p>Medium</p>

failing to meet Local Plan housing targets and deliver affordable housing if development does not proceed.	November 2021 update - Planning application approved and awaiting the signing of s106 agreement.				
Chatsmore Farm redevelopment - Risk to strategic gap and emerging Local Plan if development proceeds	<p>November 2021 update - Public inquiry now set for 18 January 2022.</p> <p>August 2021 update - Persimmon Homes has indicated that it will go for a public inquiry.</p> <p>April 2021 update - Planning Permission refused at Committee in March 2021. Developer may appeal.</p>	Unknown.	Major	Moderate	Medium