

Joint Governance Committee
31 May 2022

ADUR & WORTHING
COUNCILS

Ward(s) Affected: All

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 the Risks and Opportunities be noted; and

2.2 That the Committee agree to receive a further progress report in November 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 23 November 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 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 2 years (in particular with loss of car parks incomes and additional pressure on housing needs services). Also, the Councils are now going to be impacted by inflationary pressures - Impact of excess inflation in staffing costs is likely due to 2022/23 national pay awards, the waste dispute and the renewal of the energy contracts. 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 are regularly provided to the Councils and the Joint Strategic Committee (JSC) on how the Councils have been managing finances and responding to the pandemic. During these challenging times it is important that 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.
- 4.3 This report includes changes required to the Risks and Opportunities since the last report to the Committee in November 2021. It is anticipated that a new Corporate Strategy for the Councils will be launched during 2022 to replace 'Platforms for our Places: Going Further'. As part of this process it will also be necessary for the Councils to review the current Corporate Risks and Opportunities to make sure that they align with the new Corporate Priorities -

It is therefore possible that the Risks and Opportunities will look somewhat different moving forward and details of changes will be reported to the Committee in due course.

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 23 November 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 - 31 May 2022
Updates on Risk and Opportunity Management

	November 2021 update	May 2022 update
<u>Corporate Risks and Opportunities</u>	11 Risks - No change 5 Opportunities - No change	12 Risks - Plus 1 5 Opportunities - No change
<u>Service Risks and Opportunities</u>		
<u>Communities Directorate</u>		
Housing	4 Risks - No change 2 Opportunities - No change	4 Risks - No change 2 Opportunities - No change
Adur Homes	5 Risks - No change	5 Risks - No change
Wellbeing	7 Risks - No change	6 Risks - Minus 1
<u>Digital, Sustainability & Resources Directorate</u>		
Customer, Digital, Waste & Recycling	10 Risks - Plus 2	10 Risks - No change
Financial Services	6 Risks - No change 1 Opportunity - No change	6 Risks - No change 1 Opportunity - No change
Human Resources/ Organisational Development and Design	6 Risks - No change	6 Risks - No change
Legal Services	4 Risks - Plus 2	3 Risks -Minus 1
Revenues & Benefits	3 Risks - No change	3 Risks - No change
<u>Economy Directorate</u>	<u>November 2021 update</u>	<u>May 2022 update</u>
Facilities & Technical Services	7 Risks - No change	6 Risks - Minus 1

Major Projects & Investment Place & Economy Planning & Development Leisure	10 Risks - No change 7 Risks - No change 19 Risks - Plus 1 0 Opportunity - Minus 1 1 Risk - No change	10 Risks - No change 8 Risks - Plus 1 19 Risks - No change 1 Risk - No change
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High Risks on Service Risk registers Housing Adur Homes Financial Services	November 2021 update	May 2022 update
	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	None.
 Risks where assessment score has reduced since the previous report.	<p>Corporate Risk - Economic uncertainty - Risk that Covid-19 will have a severe impact on the local economy. Businesses will not survive and there will be increased unemployment - Risk now reduced to Medium from High because of controls in place and reduced likelihood. The concern for the economy now is cost of living increases, especially fuel and food / drink, which is having an impact on a number of businesses. For example, taxi drivers and fuel costs.</p> <p>Major Projects & Investment and Planning & Development - Risk that 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 - Risks reduced to low risk as controls now in place to mitigate risks. Planning permission granted and construction of housing now likely to begin on site in Summer 2022.</p> <p>Planning & Development - Risk of failure to adopt Worthing Local Plan - Risk reduced to Low Risk on the basis of mitigations now in place. Adoption of Local Plan likely at the end of the Summer 2022 period.</p>

<p>New Risks/Opportunities added since last report or changes to Risk descriptions</p>	<p>New Corporate Risk - Delivery of partnership working and joint services is impacted by the different competing priorities being set by the new administrations - High Risk</p> <p>Corporate Risk description changed - Risk relating to welfare reform changes amended to the costs of living crisis - High Risk.</p> <p>Place & Economy - New risk added relating to the delivery of the Colonnade House expansion and risk description changed for the risk covering the delivery of the Public realm projects - Medium Risk.</p> <p>Legal Services - New risk added relating to the provision of legal services advice for housing cases - Medium Risk.</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Facilities & Technical Services - Risk that capital projects for refurbishing or improving Council assets are put on hold or delayed indefinitely due to Covid-19 impact - Risk removed because Covid-19 impact on this risk has significantly reduced.</p> <p>Legal Services - Risk of insufficient resources in legal services due to vacancies - Risk to be removed on the basis that the risk has now reduced due to recruitment that is taking place.</p> <p>Legal Services - Risk of problems in giving legal advice for the day to day project management of major projects - Risk removed because risk has now reduced.</p> <p>Wellbeing - Covid-19 community response - Responding to the changing support needed for those that are vulnerable - Risk removed because risk has significantly reduced and been mitigated.</p>

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Corporate	C1	Covid-19 - Risk that the pandemic will continue to affect the operations of the Councils to meet the demands of the response, normal business functions and subsequent recovery.	<p>May 2022</p> <p>Applications for £500 self isolation payments increased significantly from the beginning of January but the scheme closed from the end of February and officers have determined all applications. Since the start of the scheme in September 2020 more than 5,800 applications have been assessed and awards totalling in excess of £700k have been made.</p> <p>Eligible businesses that received 100% Business Rates Relief from 1 April 2020 and 1 April 2021, reduced to 66% from 1 July 2021 and 50% from 1 April 2022.</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 has now processed all claims and are now completing the reconciliation exercise for all grant streams with BEIS.</p> <p>Business and town centre activity has been monitored in the last 6 months; footfall levels are increasing and vacancy rates are competitive against the national average. Additional activity, such as events, are returning for 2022 which will boost further economic recovery.</p>	CLT	Major	Very Likely	High	Improved
Corporate	C2	Council Finances - Risk that Councils finances will continue to be under pressure	The Councils set a balanced budget for 2022/23. However new inflationary pressures including national and local pay award pressures, severely increased energy bills, reduced income in commercial waste and car parking and other income generating services are emerging which makes the position for 2023/24 difficult and which will need to be addressed over the next financial year.	CLT	Major	Very Likely	High	Worse
Corporate	C3	Cost of living crisis	<p>The pandemic has already impacted residents who are experiencing health and wellbeing inequality and has increased those inequalities. Now other cost of living pressures such as higher energy bills and housing costs are further increasing those pressures and the Councils are continuing to work in a number of ways to support and assist residents that are experiencing difficulties. New LIFT data shows a real spike in the number of people coming under pressure and there is a concern for autumn 2022.</p> <p>Proactive Programme being used to assist and support residents. The approach uses the LIFT platform to identify households with low financial resilience and our Customer Service team members then telephone households to explore ways of increasing household income, reducing household debt and also addressing issues such as depression, anxiety and loneliness that often accompany financial exclusion.</p> <p>One Stop Money Coaches programme supporting the work of Proactive and supporting the community more widely. The situation in respect of the impact of Universal Credit on the live Housing Benefit caseloads remains unchanged in that it is reducing by approximately 0.75% each month. The volume of new claims for Council Tax Support has reduced whilst the live Council Tax Support caseload in both Adur and Worthing is reducing and is now below pre-COVID levels.</p>	CLT	Major	Very Likely	High	Worse

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Corporate	C4	Housing supply - 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>May 2022</p> <p>The mitigation measures reported in September 2021 continue but demand for emergency accommodation continues to be very high. In 20/21, the average monthly caseload in Adur was 45 households and in Worthing it was 157. The increasing costs of living means some landlords are selling up and so evicting tenants, or rents are increasing, while at the same time tenants are less able to afford to spend on housing and keep up with utility bills. This means continued reliance on spot purchased accommodation (hotels/self contained flats) to meet our accommodation needs.</p> <p>The Opening Doors portfolio is currently 60 properties with 3 more in the pipeline. This is in addition to 16 properties which, having reached the end of the two year Opening Doors Contract, were floated off back to be managed by the property owners, with the tenancies still in place. The role of Acquisitions and Landlord Support Officer is temporarily vacant following the departure of the previous post holder.</p> <p>Telljo - the tool to identify residents in need of support or at risk of homelessness that will link with our Proactive work - is in its final phase of development and should enable us to support families earlier and offer a wider range of support. .</p> <p>In terms of building more affordable and social housing to reduce the length of time tenants have to spend in TA, it is worth noting that the Levelling Up and Regeneration Bill introduced in the Queen's Speech will incorporate some proposals to reform the planning system including the introduction of an infrastructure levy, which would be locally set and non-negotiable and to be spent on housing, schools, GPs and new roads. This could provide more funds for the Council to build more properties in the future but how it would operate is still uncertain.</p>	CLT	Major	Very Likely	High	Worse
Corporate	C5	Risk that 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>The Revenues and Benefits core database was successfully migrated to the cloud in November 2021.</p> <p>The on premise VMWare and SAN had a significant hardware failure in March 2022 but all affected data and systems were successfully recovered, albeit with disruption to services and the need to invoke business continuity plans.</p> <p>This platform is end of life support and was planned for replacement in 2022/23. This project is now moving forwards as a priority and expected to be completed in Autumn 2022.</p> <p>Some systems and services will always need to be hosted on premise, and the new platform will provide resilience, security and scalability.</p> <p>The current data network is also at end of life and is being replaced during 2022/23.</p>	CLT	Extreme	Moderate	High	Worse
Corporate	C6	Risk that major projects are not delivered.	<p>The impact of recent inflation to build costs is likely to have an impact on a number of the major projects. Supply of certain materials such as steel, labour and timber has been difficult with a resultant increase in prices. A number of the major projects are market facing so dependent on rental income or disposable income to make their business cases suitable. Should inflation sustain without a commensurate increase in commercial income then the viability of some projects will be challenging.</p>	CLT	Major	Likely	High	Worse

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Corporate	C7	Climate emergency risk - Councils need to mitigate climate change, adapt to climate change and prepare for more frequent extreme climate events and impacts.	<p>April 2022-</p> <p>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 DC and Worthing BC have signed up to the Net Zero pledge with UK100 Cities to work towards achieving net zero emissions across the Adur and Worthing area 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 are nearing completion and include 2 large Heat pump projects, insulation and energy efficiency projects and solar PV installations.</p> <p>The Worthing Heat Network project has reached the procurement launch and is at SQ stage. 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 or equivalent low carbon measure. 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> <p>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.</p> <p>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:</p> <p>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 summer 2022.</p> <p>Work is ongoing to collaborate with WSCC on the successful delivery of new cycling schemes located on county highways through the Councils' Sustainable Transport Group.</p> <p>2) Adapting to climate change; 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. 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.</p> <p>Adur DC has approved project costs for coastal defence works at Kingston Beach</p> <p>Technical Services are assessing flood risk on/in vicinity of council owned land/buildings to identify opportunities for projects to improve climate resilience.</p> <p>Parks are planning to review opportunities for flood mitigation through an increase in permeable surfaces and rain gardens</p> <p>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.</p> <p>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> <p>3) Preparing for more frequent extreme climate events and impacts 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.</p> <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>	CLT	Major	Likely	High	Improved

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Corporate	C8	<p>Delivery of partnership working and joint services</p> <p>Risk effect - Delivery of Adur & Worthing Councils partnership working arrangements model and the provision of joint services is impacted by the different competing priorities being set by the new administrations which leads to a failure to deliver strategic objectives, potential reputational damage, an impact on the budget costs for both Councils. A potential risk of the breakdown of partnership arrangements which would be unaffordable.</p>	<p>New governance arrangements to be introduced to enable decisions to be taken, and scrutiny undertaken, by individual authorities for sole matters, while retaining joint management and scrutiny of shared operational services.</p> <p>Review of Constitutions being undertaken with wide consultation over summer 2022</p> <p>Regular meetings of both Leaders with the Chief Executive to support good working relationships. Regular meetings between the Councils Leadership Team and both Executive teams, and meetings between Director and portfolio holders.</p> <p>Development of shared objectives where possible, such as climate, cost of living crisis and a range of other key agendas.</p>	CLT	Major	Likely	High	New Risk added May 2022
Housing	H1	<p>Risk of the rising costs of emergency and temporary accommodation - Risk that it puts an Increased pressure on general funds</p> <p>Councils have to spend money on expensive B&B type accommodation.</p>	<p>Post-pandemic demand has increased, particularly in desirable areas eg coast as people can work from home and not live so close to work. Means landlords can put up prices. Homelessness presentations remain very high.</p>	AA	Major	Very Likely	High	No change
Housing	H2	<p>Overall Risk of increasing demand for housing advice and homelessness applications</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>Service redesign - This has created 3 additional officer posts to provide advice.</p>	AA	Major	Very Likely	High	No change
Adur Homes	AH1	<p>Adur Homes - Compliance - Fire, Gas, electrical and water quality (Adur Homes)</p>	<p>May 22 Cross team working and earlier intervention to ensure access to properties for compliance checks.</p>	AA	Extreme	Moderate	High	Improved
Adur Homes	AH2	<p>Housing Revenue Account - Financial sustainability as a result of Rent Reduction Policy and Rent collection levels - Impact on budget and service provision</p>	<p>Transformation Programme looking at achieving right balance of staffing, optimised processes and procedures to ensure efficiency and balance budget.</p>	AA	Major	Likely	High	Improved

APPENDIX C - MAJOR PROJECTS RISKS								
Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Major Projects								
Major Projects	MP1	Union Place development - Risk that the Council will be delayed in bringing the site forward as a mixed use development.	<p>Following the marketing of the site we have identified Roffey Homes as the preferred developer for the site at JSC in February 2022. The joint venture is currently being negotiated in detail and should be finalised in Summer 2022. Planning department is aware of the possible Joint Venture with developers and planning discussions to start soon. Should the joint venture be agreed a planning application would be agreed and submitted in late 2022/early 2023 with a view to commencing on site in late 2023 or early 2024.</p> <p>Should the Council choose not to proceed with the joint venture we would need to review the options ranging from direct delivery of the site, straight disposal, or procurement of a different joint venture partner. The timescales for each of these are difficult to predict at present but likely to push back commencement on site until late 2024 or early 2025.</p>	CC/JA	Minor	Unlikely	Low	Improved
Major Projects	MP2	Decoy Farm development - Risk that 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>April 2022 - the development is at an advanced stage of design following the appointment of a full design team. The scheme is being prepared as a net zero operational energy and likely to deliver circa 150,000 square foot of commercial and industrial space. The marketing and letting strategy has been drafted to target high value add, low carbon companies that will train local employees and create high value add jobs within Worthing with an inbuilt approach to choosing local skills and labour.</p> <p>A number of local businesses have already expressed strong interest in taking a long lease at the site, and it has been widely communicated with the local business community in the area as a forthcoming development.</p>	CC/JA	Minor	Unlikely	Low	Improved
Major Projects	MP3	Development of former Adur Civic Centre - Phase 1 and Phase 2 - Risk that development will not proceed or will be delayed and the social, economic and environmental benefits of development will not be realised.	<p>Planning application submitted August 2021 and approved in February 2022. Construction on site for housing development in summer 2022.</p>	CC/JA	Minor	Unlikely	Low	Improved
Major Projects	MP4	Redevelopment of the Grafton development site - Risk that the development does not proceed in order to create residential units, new car parks and public realm improvements.	<p>Due to the prioritisation of other major town centre sites this scheme has not progressed to the anticipated timescales. Review and reinitiation of the project to take place in Summer 2023 and a revised timescale to be planned in light of the new strategy. .</p>	CC/JA	Moderate	Moderate	Medium	Worse
Major Projects	MP5	Provision of flood defence walls on the Sussex Yacht Club site - Risk that if flood defence walls are not built then there may be further flooding which will affect long term investment and growth along the Western Harbour Arm regeneration area.	<p>New flood defence works to commence in late 2022 Demolition undertaken in October 2021.</p>	CC	Moderate	Rare	Low	No change
Major Projects	MP6	Redevelopment of the Worthing Civic Centre car park site - Risk that the redevelopment does not proceed or is delayed.	<p>April 2022 - scheme on track and construction commenced on site with completion to take place in Summer 2023.</p>	CC	Moderate	Rare	Low	Improved
Major Projects	MP7	Teville Gate redevelopment site - Delays in the redevelopment of the Teville Gate site or it does not proceed.	<p>March 2022 - Council announced agreement with Hyde Housing group to work jointly on developing the site through and subject to planning partnership. The site would deliver upto 380 affordable homes, a food store and significant public realm. Should the joint venture's final form be agreed we would proceed with a planning application in late 2022 with a view to getting on site for a phased development by late 2023.</p> <p>Should the joint venture agreement not proceed officers would have to consider the options for the site including direct delivery, procuring an alternative joint venture partner, or looking to make another 100% affordable housing deal with a different registered provider. The timescales for each of these options are difficult to predict at present but likely to push back commencement on site until late 2024 or early 2025.</p>	JA/CC	Major	Unlikely	Medium	Improved
Major Projects	MP8	New Monks Farm and Shoreham Airport - Risk that developments are delayed.	<p>Planning Committee resolved to grant planning permission for reserved matters at the airport subject to resolving landscaping and drainage issues. Ikea has started the marketing of its site and it is hoped that a commercial development delivering high quality jobs will be delivered. Cala Homes has a full application for Phase II and is seeking an additional 34 dwellings.</p>	JA/CC	Moderate	Likely	Medium	Improved
Major Projects	MP9	West Sompting redevelopment - Failure to secure planning permission	<p>s106 agreement close to signing and developer looking to start Phase i in the summer.</p>	JA	Moderate	Moderate	Medium	Improved

APPENDIX C - MAJOR PROJECTS RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rating	Status
Major Projects	MP10	Shoreham Harbour regeneration - Risk that Harbour regeneration does not happen as development sites are unviable.	Current applications for Frosts and Howard Kent likely to be considered by the Planning Committee in June/July.	JA	Moderate	Rare	Low	Improved
Major Projects	MP11	Chatsmore Farm development - Risk to strategic gap and emerging Local Plan	Appeal allowed but Council is challenging the Inspectors decision through the Courts. However it does not at this stage seem to delay progress on the Local Plan.	JA	Major	Moderate	Medium	Worse