


APPENDIX A

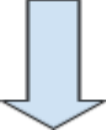
Joint Audit and Governance Committee - 29 November 2022
Updates on Risk and Opportunity Management

	May 2022 update	November 2022 update
<u>Corporate Risks and Opportunities</u>	12 Risks - Plus 1 5 Opportunities - No change	12 Risks - No change 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	6 Risks - Minus 1	6 - No change
<u>Digital, Sustainability & Resources Directorate</u>		
Customer, Digital, Waste & Recycling	9 Risks - No change	9 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	3 Risks -Minus 1	4 Risks - Plus 1
Revenues & Benefits	3 Risks - No change	3 Risks - No change

<p><u>Economy Directorate</u></p> <p>Facilities & Technical Services Major Projects & Investment Place & Economy Planning & Development</p> <p>Leisure</p>	<p>6 Risks - Minus 1 10 Risks - No change 8 Risks - Plus 1 19 Risks - No change</p> <p>1 Risk - No change</p>	<p>6 Risks - No change 10 Risks - No change 8 Risks - No change 19 Risks - No change</p> <p>1 Risk - No change</p>
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<p><u>High Risks on Service Risk registers</u></p> <p>Housing Adur Homes Financial Services</p>	<p><u>May 2022 update</u></p> <p>2 - No change 2 - No change 4 - No change</p>	<p><u>November 2022 update</u></p> <p>2 - No change 2 - No change 4 - No change</p>
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<p></p> <p>Risks where assessment score has increased since the last report</p>	<p>Wellbeing - Bathing water quality - Risk of not achieving 'good' bathing water quality - Risk increased to Medium from Low Risk because of the possibility that the November testing results will reveal a drop in the classification due to the storm water releases in August and September.</p> <p>Customer & Digital & Waste Services - Risk relating to 'increasing households leads to additional costs for providing the refuse and recycling service' - Risk increased to Medium from Low risk on the basis of the potential increase in impact if additional crews and vehicles are required to service additional rounds.</p> <p>Human Resources/Organisational Development and Design - Risk - Failure to manage talent results in loss of talent and increased hiring costs etc and affects ability to undertake succession planning - Risk increased to Medium Risk from Low because the potential for staffing reductions and loss of talent has increased due to the ongoing service planning work.</p> <p>Major Projects and Investment - Risk - Development of Adur Civic Centre Phase 1 and Phase 2 - Risk likelihood increased to Moderate from unlikely. Overall Risk increased to Medium.</p>
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	<p>Planning & Development - Shoreham Harbour regeneration risk increased to Medium from Low because of the possibility that a lower density for the sites might mean that the sites do not come forward for development.</p>
 <p>Risks where assessment score has reduced since the previous report.</p>	<p>None</p>
<p>New Risks/Opportunities added since last report or changes to Risk descriptions</p>	<p>Corporate Risk - Risk that Adur Council will fail to comply with statutory health and safety obligations as a social landlord (Adur Homes) - High Risk</p> <p>Corporate Risk - Wider economic uncertainty in relation to inflation, interest rates and workforce shortages which are impacting on local businesses, including energy costs, upward pressure on wages, inability to fill vacancies, skills shortages - High Risk (Amalgamated with previous 'economic uncertainty' risk)</p> <p>Corporate Risk - Our People - Resource levels, health and wellbeing, skills and learning - Medium Risk (Amalgamated with Learning and development risk)</p> <p>Legal Services - New risk added relating to Legal Services capacity - High Risk</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Corporate Risk - Covid-19 - Impact on the operations of the Councils to meet demand for normal services and the recovery efforts</p>

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C1	Risk that Adur Council will fail to comply with statutory health and safety obligations as a social landlord (Adur Homes)	<p>November 2022. Significant focus on this programme to set out and action mitigating measures to ensure compliance with statutory health and safety measures. Additional resources have been identified to accelerate this work in the short term. A renewed focus on governance for this work is being implemented to ensure corporate oversight. A medium/longer term plan around HRA resourcing and capacity will be developed to ensure this programme is maintained and improved over the next few years.</p> <p>Some key actions have been undertaken to address these compliance measures, including:</p> <p>A contract procured for electrical safety inspections and associated remedial works and a programme for installation of smoke and CO alarms. 220 fire doors will have been installed by Dec 2022. A procurement process for the identification and removal of asbestos across the council's properties is underway, as are similar procurements for protection against Legionella and fire safety equipment and maintenance.</p> <p>The financial pressures on the Housing Revenue Account represent a significant challenge. A 2 year capital investment planned works is being drawn up. Health and safety issues and issues relating to the external fabric of buildings are being prioritised.</p>	CLT	Major	Very Likely	High	New Risk added November 2022

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C2	Cost of living crisis	October 2022 - 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. 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. 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. More than £65,000 payments totalling £9.8M (£3.7M in Adur and £6.1M in Worthing) has been awarded in respect of the Council Tax Energy Rebate scheme. Confirmation about the local criteria for the discretionary schemes is pending Member authorisation.	CLT	Major	Very Likely	High	Worse
Corporate	C3	Wider economic uncertainty in relation to inflation, interest rates and workforce shortages which are impacting on local businesses, including energy costs, upward pressure on wages, inability to fill vacancies, skills shortages	November 2022. The Councils have navigated these pressures carefully in order to set a balanced budget for 23/24, and schemes like the Worthing Heat Network are aiming to provide options for other organisations, such as Worthing Hospital to achieve energy security. The Councils have developed an Economy theme in the new corporate plan called "Thriving Economy" which will work to ensure "A varied and resilient economy that works for everyone. Our local business strengths are known worldwide. Businesses create jobs to support local people and create aspiration in our communities. They respect and nurture the environment." A delivery plan will be developed early in 2023.	CLT	Major	Likely	High	New Risk added November 2022

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C4	Council Finances - Risk that Councils finances will continue to be under pressure	October 2022 - The Councils are under significant financial pressure due to a number of in-year issues emerging including the outcome of the waste dispute, a higher than expected national pay award, massive increases to energy costs and interest rate rises. Over the summer 2022, the senior leadership team has worked successfully to generate significant savings options, and the next stage of service planning has now launched. This will develop proposals from across our services for change, including income generation, procurement and contract opportunities, rapid digital change, and options to re-scope services. Following the service planning exercise, options for savings have been identified which are due to be discussed with members in October / November.	CLT	Major	Very Likely	High	No change

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C5A	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.	Nov 2022 - The number of households presenting homeless continues to increase, and this is likely to be the case given the prevailing situation in the country. The impending increased regulation of the sector is resulting in more private sector landlords either selling their properties or seeking higher rents and tenants who are not on welfare benefits. This has impacted on the number of homeless prevention successes and the number of properties available to the Open Doors Scheme. While the Scheme has successfully 'floated off' 21 households so far, the number of new landlords the scheme has not matched that number. There are currently 53 landlords on the scheme. It is also becoming increasingly challenging to find suitable temporary accommodation, especially locally. Work continues to identify those at risk of becoming homeless as early as possible. Opportunities to secure more suitable temporary accommodation locally are being explored. A 'Landlords Roundtable' event is planned to bring together small and large scale developers and social housing landlords to explore opportunities to increase supply of temporary accommodation and permanent affordable homes locally. Overall housing supply in the District and Borough remains low with both local plans identifying shortfalls against Objectively Analysed Needs and each area unable to demonstrate a five year supply of housing for planning purposes. As a result each area's housing stock has continued to exceed a suitable price point relative to median wages. Increasing the number of homes overall, and affordable homes is therefore a continuing focus for the Councils. In terms of internal controls an Affordable Housing Delivery Group continues to meet to coordinate direct delivery of new affordable homes by the Councils, along with coordinating other levers of support such as the strategic relationship with Homes England and funneling S106 commuted sums received to increase the number of affordable homes within the areas. Additionally work along side private developers to deliver good quality, local temporary accommodation continues. Continuing to deliver good customer service within the planning service remains important as a means to create overall supply, by providing an environment where developers perceive the area as open to working in collaboration to ensure planning consents are granted.	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 rat	Status
Corporate	C5B	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 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. 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. 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. . 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

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C6	IT Disaster recovery - 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>September 2022</p> <p>Whilst a recent internal audit found limited assurance regarding disaster recovery, a detailed follow up report has been presented to Joint Governance Committee by the Director for Digital, Sustainability & Resources, providing a host of additional information. The report sets out the significant progress that has been made with moving all major systems to the cloud and away from the Town Hall data centre. New equipment is being installed in the data centre and a new network will provide significant additional security. We now have a dedicated cybersecurity officer in post. There is more work to do on documentation and testing regimes and this is being developed at pace. A comprehensive IT Security Policy was implemented in February 2022 and sits alongside an up to date Data Protection Policy. In both domains staff training is in place.</p>	CLT	Extreme	Moderate	High	Improved
Corporate	C7	Risk that major projects are not delivered.	<p>October 2022 -</p> <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. Interest rates are increasing which is undermining the viability of the invest to save proposals.</p>	CLT	Major	Likely	High	No change

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Corporate	C8	Climate emergency risk - Councils need to mitigate climate change, adapt to climate change and prepare for more frequent extreme climate events and impacts.	November 2022. An annual carbon emissions report for 2021/22 was presented to Adur and Worthing Joint Strategic sub-committees in November 2022 which set out the significant progress being made on the net zero 2030 target. The report sets out the success the Councils have had in securing funding from the public sector decarbonisation fund (PSDF) and the projects that have been delivered in the last year, including solar panel installations, heat pump installations and excellent progress with the Worthing Heat Network which is on target for contract award to a concessionaire in early 2023. The Heat Network will provide heat to civic quarter buildings in Worthing, and also to Worthing Hospital and other sites in the future in the town centre. Excellent progress is also being made in relation to nature and biodiversity, with a £1.5m bid to National Heritage Lottery Fund for New Salts Farm in Adur passing the EOI stage, and NSF and Pad Farm forming part of a successful £500k DEFRA Landscape Scale Recovery pilot to start next year in partnership with Knepp Estate. Community involvement work has also been undertaken at Cissbury Fields where we are exploring Biodiversity Net Gain payments from developers to fund chalk grassland restoration there. Finally Sussex Bay, a major vision for seascape restoration being led by our Councils is developing strongly with interest being generated from private investors to help restore the kelp forest and other projects.	CLT	Major	Likely	High	Improved
Corporate	C9	Delivery of partnership working and joint services 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.	November 2022 - New governance arrangements being introduced following the review of the Constitutions 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. 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. Development of shared objectives where possible, such as climate, cost of living crisis and a range of other key agendas. Individual Council priorities now agreed and supported by a new Corporate Plan (Our Plan).	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 rat	Status
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>November 2022</p> <p>The cost of living crisis and impending changes in the private rented sector continues to drive the increasing demand for temporary housing. With several local authorities competing for limited supply of suitable units to temporary accommodation, placements are being made further out of the area. The Councils' cost of providing temporary accommodation continues to increase due to the increasing number of placements, temporary accommodation providers transferring the increased cost of delivering the accommodation to the Councils and the lack of competition in the market.</p> <p>Opportunities to secure more suitable temporary accommodation locally are being explored including increasing the Councils ownership of this form of accommodation (either by developing or buying accommodation) and leasing suitable accommodation. A 'Landlords Roundtable' event is planned to bring together small and large scale developers and social housing landlords to explore opportunities to increase supply of temporary accommodation and permanent affordable homes locally.</p>	AA	Major	Very Likely	High	No change

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Housing	H2	Overall Risk of increasing demand for housing advice and homelessness applications	<p>November 2022</p> <p>The number of households presenting homeless continues to increase, and this is likely to be the case given the prevailing situation in the country. The impending increased regulation of the sector is resulting in more private sector landlords either selling their properties or seeking higher rents and tenants who are not on welfare benefits. This has impacted on the number of homeless prevention successes and the number of properties available to the Open Doors Scheme. While the Scheme has successfully 'floated off' 21 households so far, the number of new landlords the scheme has not matched that number. There are currently 53 landlords on the scheme. It is also becoming increasingly challenging to find suitable temporary accommodation, especially locally.</p> <p>Work continues to identify those at risk of becoming homeless as early as possible. Opportunities to secure more suitable temporary accommodation locally are being explored. A 'Landlords Roundtable' event is planned to bring together small and large scale developers and social housing landlords to explore opportunities to increase supply of temporary accommodation and permanent affordable homes locally.</p> <p>Ongoing plans to implement a Triage system to increase opportunities to prevent homelessness as well as interventions to increase move on from temporary accommodation.</p> <p>TellJO will be used to improve opportunities to identify and support those at risk of homelessness. Ongoing plans to commence a campaign to reach private sector landlords with information about support Councils can provide as an alternative to evicting their tenants. Additional posts created to support increasing numbers of households in bed & breakfast accommodation, improve early identification and intervention and support increased move on from temporary accommodation.</p>	AA	Major	Very Likely	High	No change

APPENDIX B - CORPORATE /DIRECTORATE HIGH (RED) RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Adur Homes	AH1	Adur Homes - Compliance - Fire, Gas, electrical and water quality (Adur Homes)	<p>November 2022 Work underway to address compliance areas and reduce risks. Additional resources being requested to accelerate this work. Governance structure to be set up to focus and support efforts to achieve compliance</p> <p>Contract procurement for electrical inspections and smoke and CO alarms ongoing. Battery Operated CO alarms to be installed as an interim measure. 220 fire doors will have been installed by Dec 2022, going out to market for a larger contract.</p> <p>Asbestos contract procured, contract arrangements being finalised.</p> <p>Contract procurement processes for Door Entry maintenance and installation, Legionella, Fire Safety Equipment maintenance in progress,</p>	AA	Extreme	Very Likely	High	Improved
Adur Homes	AH2	Housing Revenue Account - Financial sustainability as a result of Rent Reduction Policy and Rent collection levels - Impact on budget and service provision	<p>November 2022 The government's announcement on 17 November 2022 that the maximum social rent increase will be capped at 7% (with inflation at 11.1%) will increase the pressure on the HRA. With the cost of living crisis, rent collection is predicted to drop as households struggle with their finances but inflation will increase the cost of delivering services. Given the forecasted challenges for the Country's economy for the next few years, the pressure on the HRA is likely to continue for a while. A review of services offered will be undertaken with the likelihood that their will be a reduction in service offer. Housing Transformation Programme has been absorbed into corporate change, which will look at achieving the right balance of staffing, optimised processes and procedures to ensure efficiency and balance budget.</p>	AA	Major	Likely	High	Worse
Financial Services	F1	Risk to overall financial position - Known areas of risk within the budget eg Income from demand led services, outcomes of job evaluation, Pay award higher than assumed.	<p>October 22 - Inflationary pressures - Impact of excess inflation in staffing costs likely due to 2022/23 pay award and the renewal of the energy contracts. Risk still persists due to economic uncertainty and inflation. cts.</p>	SG	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 rat	Status
Financial Services	F2	Future spending requirements are under-estimated - Budgets are insufficient to fund core costs leading to an overspend.	October 22 - Risk remains and is increasing due to both energy costs and increasing interest rates New risks are emerging associated with inflation and the waste dispute. Council has set a balanced budget for 2022/23 including building in capacity to fund Covid 19 risks. Closely monitor progress through Budget/ Performance Monitoring. • Where issues are identified build into budget for the following year.	SG	Major	Likely	High	Worse
Financial Services	F3	Risk that future resources from Government are less than assumed	October 22 - This continues to be a problem particularly in the light of the Chancellors recent comments (17/10/22) Budget shortfall is understated leading to a greater level of savings. Particular issue in 23/24 Financial Year is likely due to fairer funding review	SG	Major	Likely	High	Worse
Financial Services	F4	General risk of not finding significant budget savings from both Councils.	October 22 - Good progress made on both budgets for 23/24 but the Worthing budget in particular remains unbalanced. Sufficient savings were identified to meet 2022/23 budget pressures. Introduced Medium Term Financial Plan Tracker to check savings over 3 years.	SG	Major	Likely	High	No change
Legal Services	L1	Legal Services capacity - Team is severely stretched as a demand led service. Cannot reduce the level of service and are dependent upon those instructing the Team to reduce demand.	October 22 - Stop some areas of service or additional resources will have to be found to fill the posts potentially at a higher grade to advertise. Alternative locum staff or private sector staff to be recruited both of which incur considerably greater costs to the authorities. Business case has been presented as part of the overall view seeking authority to increase posts. Although the level of advertising creates an expectation that risk will not diminish in the near future.	JL	Major	Likely	High	October 22 - New Risk added in consultation with Head of Service

APPENDIX C - MAJOR PROJECTS RISKS

Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	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>October 2022 - 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	No change
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>October 2022 - a final round of public consultation has taken place over September/October 2022 and the planning application will be submitted imminently. While the overall economic situation has worsened and build cost inflation continuing to increase the scheme remains viable. Business interest similarly remains buoyant. 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 additional 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

APPENDIX C - MAJOR PROJECTS RISKS								
Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
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.	October 2022 - While a planning application was submitted August 2021 and approved in February 2022 progress has been delayed securing the s106 agreement and amended plans relating to replacement trees and drainage. There is also a protest on the retention of a tree on the south-west corner of the site. This is likely to result in an amended planning application or the scheme proceeding as proposed with some reputational damage to the Council.	CC/JA	Minor	Moderate	Medium	Worse
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.	October 2022- recommenced soft market testing on the site to understand development and planning approach of potential partners and colleagues. Will be progressing the scheme to market it in mid-2023 reflecting new priorities emerging from the Council's Cabinet.	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.	October 2022 - further ground water testing being undertaken in Winter 2022 to address Environment Agency and Lead Local Flood Authority concerns about the effect of a flood defence wall on ground water inundation flooding (as opposed to sea level flooding which the scheme is designed to prevent). Coupled with a further issue about the alignment of a right of way across the site, the commencement on site for the scheme has been reprofiled to mid-2023 when the result of the testing is received and the right of way issue is resolved.	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.	October 2022 - scheme on track and construction commenced on site with completion to take place in Summer 2023. Wider economic conditions are having an effect on some of the commercial aspects of the scheme.	CC	Moderate	Rare	Low	No change
Major Projects	MP7	Teville Gate redevelopment site - Delays in the redevelopment of the Teville Gate site or it does not proceed.	October 2022 - following a review of the Hyde Housing proposals in the course of due diligence work it was identified that not having undertaken a marketing exercise for the site placed a risk on the proposed joint venture relationship as a number of other parties could be affected by it and seek to judicially review the decision. Officers have resolved to undertake a wider marketing exercise to secure a partner for the site which will commence in Autumn/Winter 2022.	JA/CC	Major	Unlikely	Medium	No change

APPENDIX C - MAJOR PROJECTS RISKS								
Category	Ref	Risk / Opportunity	Latest update and Internal Controls	Owner	Impact	Likelihood	Risk rat	Status
Major Projects	MP8	New Monks Farm and Shoreham Airport - Risk that developments are delayed.	October 2022 - 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 this is to be considered by Planning Committee on the 30th November .	JA/CC	Moderate	Likely	Medium	No change
Major Projects	MP9	West Sompting redevelopment - Failure to secure planning permission and delay in the delivery of a strategic housing site.	October 2022 - The s106 agreement is close to signing and developer looking to start Phase 1 next year. The delivery of this strategic housing site has been delayed and therefore it remains a risk that we do not deliver the 5 year supply of housing required.	JA	Moderate	Moderate	Medium	No change
Major Projects	MP10	Shoreham Harbour regeneration - Risk that Harbour regeneration does not happen as development sites are unviable.	October 2022 - This risk has been reduced as a result of higher densities being approved. However there has been a public reaction to the height scale and density of recent developments and the fact that on 60% of the sites the allocation has already reached the 1100 dwellings expected. As a result Members have agreed that as part of the Local Plan review the density and supporting infrastructure for the remainder of the Western Harbour Arm sites should be re-assessed and this process is underway. A lower density could increase the risk that the remaining undeveloped sites do not come forward. Planning Committee has just refused two sites (Howard Kent and Frosts) on the grounds of overdevelopment.	JA	Moderate	Moderate	Medium	Worse
Major Projects	MP11	Chatsmore Farm development - Risk to strategic gap and emerging Local Plan	October 2022 - The Local Plan Inspectors report has been received and fully supports the approach to Chatsmore Farm that it should remain undeveloped and allocated as a Local Green Gap. This reduces any impact on the emerging Local Plan. However, Persimmon Homes is pursuing legal action to try and secure permission for housing on the site. The Council successfully overturned the s78 appeal decision to allow 475 dwellings on the site in the High Court but the SofS and Persimmon Homes have recently secured leave to challenge the decision in the Court of Appeal. This could mean the Council would have an adopted plan but if Persimmon is successful with its challenge the site could still be developed for housing. This would undermine the Local Plan process but only in relation to this site.	JA	Minor	Moderate	Medium	Improved