

FAREHAM

BOROUGH COUNCIL

Report to Audit and Governance Committee

Date: 12 March 2018

Report of: Director of Finance and Resources

Subject: RISK MANAGEMENT MONITORING REPORT

SUMMARY

In March 2017, the Audit and Governance Committee approved a new Risk Management Policy based around a set of principles rather than a formal framework of registers. The policy requires evidence of risk management to be compiled every six months as proof that the policy is effective. This is the second six-monthly report under the new policy.

RECOMMENDATION

It is recommended that the Committee review the report as a source of evidence that the current Risk Management Policy is operating in practice.

INTRODUCTION

1. In March 2017, the Audit and Governance Committee approved a new Risk Management Policy based around a set of principles rather than a formal framework of registers. Under the new process, discussions are held with managers to gather evidence that the new policy is being implemented. In particular the policy would be considered to be effective if managers are able to cite examples of:
 - What their top risks are and any new or changes in risks and opportunities that have occurred in the year
 - Actions that have been taken in the year to mitigate risks
 - Incidents that have occurred and actions taken to manage the incident and prevent a repeat
 - Risks and solutions shared with other services in the Council or discussed with Council experts in that subject.
2. This report summarises the evidence gathered from the round of discussions held during December 2017 and January 2018.

MANAGERS COVERED BY THIS REPORT

3. Discussions are held every 6 months with half of the Heads of Service in the Council, so each manager is interviewed once a year. The Heads of Service covered in the 2 sets of interviews each year are listed in the table below, which highlights those services covered by this report. This will therefore affect which risk topics feature in the report.

Managers Interviewed Last report	Managers Interviewed for THIS report
Head of Development Management (LS) Head of Building Control (JS) Head of Parking and Enforcement (KW) Head of Housing and Benefits (CN) Head of Finance and Audit (EH) Head of HR and ICT (SR)	Head of Planning Strategy & Regeneration (CB) Head of Environmental Health (IR) Head of Street Scene (MB) Head of Leisure and Corporate Services (LA) Head of Property Services (GH & managers) Head of Democratic Services (LU) Head of Coastal Partnership (LC & MH) Welborne Strategic Lead (SW)

4. It should be noted that there was a corporate restructure in November 2017 so some manager's responsibilities will have changed before their interview. However, we have tried to also cover past responsibilities in the discussions.

STRUCTURE OF THE EVIDENCE GATHERED

5. Detailed notes were taken of each discussion. The topics of the discussion are listed in Appendix D. Examples were then taken from the discussions for use to demonstrate that risk management activity is happening. These are summarised in the appendices using 3 evidence themes of:

- Appendix A - New actions taken *anticipating* risks or opportunities
- Appendix B - New actions taken *reacting* to risks or incidents
- Appendix C - Risks where action is *still needed*

APPENDICES

[Appendix A](#): Examples of New Actions Taken ANTICIPATING Risks or Opportunities

[Appendix B](#): Examples of Actions Taken REACTING to Risks or Incidents

[Appendix C](#): Risks noted where further actions are still needed

[Appendix D](#): Detailed List of Risks and Actions covered in the Manager Discussions

Background Papers: None

Reference Papers:

Report to Audit and Governance Committee on 13 March 2017 on the Revised Risk Management Policy

CIPFA / SOLACE - Delivering Good Governance in Local Government Framework April 2016 Edition

Enquiries:

For further information on this report please contact Elaine Hammell. (Ext 4344)

Appendix A – Examples of new actions taken ANTICIPATING risks or opportunities

Risk or Opportunity	Actions taken
<p>Welborne Delivery Strategy</p> <p>The Council has produced a Development Sites and Policies Plan and the Welborne Plan to ensure that the Council has an up to date housing supply consistent with the Core Strategy and the revised PUSH South Hampshire Strategy 2012.</p> <p>However, delays had been occurring with the delivery of the Welborne Plan due to planning applications not being forthcoming from the site promoters for the 2 majority land owners.</p> <p>In February 2016 options were therefore considered by the Executive Committee which could secure the development of the Welborne Area.</p> 	<p>Corporate – Member approval given to implement a Welborne Delivery Strategy involving the procurement of a development partner, and the use of the Council's Compulsory Purchase Order powers.</p> <p>Corporate – Financial Reserves released to support the Delivery Strategy, including the engagement of specialist resources.</p> <p>Property Services – Successful acquisition of 3 residential properties within the Welborne area. Management of the properties set up through a letting agent, resulting in an income stream to the Council whilst they are in our ownership.</p> <p>Welborne Planning – Successful application to achieve Garden Village status for the development which will attract future funding sources.</p> <p>Corporate – Cross discipline Strategic Group and Procurement Groups set up.</p> <p>Welborne Planning – Dialogue maintained with the principal land owners and their site promoters.</p> <p>Welborne Planning – Soft market testing undertaken in 2016 to test the development industry's appetite to deliver Welborne.</p> <p>Welborne Planning – A Prior Information Notice was published in January 2017 notifying the Council's intention to start a formal tender process to secure an experienced Delivery Partner for Welborne. This gave rise to 6 formal submissions from which 4 potential bidders were selected to proceed to the next stage of the public procurement process.</p> <p>Other – Litigation action between one set of landowners resulted in the land being put up for sale where it was purchased by the other main landowner.</p> <p>Welborne Planning – Assurances sought from the new majority land owner, which included their proposals for working with housing delivery partners to progress the development of the site, should the delivery strategy be terminated.</p> <p>A planning application has now been received from the majority land owner.</p>
<p>Death of a Senior Royal</p> <p>FBC has several civic duties to perform should the queen pass away. These include making the verbal public declaration, organising a church service and the book of condolences. Arrangements need to be made now so that we are ready when the time comes.</p>	<p>Democratic Services – Hampshire wide protocol is being developed in liaison with the Lord-Lieutenant of Hampshire. Fareham Borough Council is completing a list of actions to ensure we can deliver the protocol.</p>
<p>Master Developer Relationship</p>	<p>Welborne Planning – Positive communications being</p>

Risk or Opportunity	Actions taken
<p>The majority land owner and Master Developer for the Welborne Garden Village has submitted a planning application which is currently undergoing determination.</p> <p>The determination process seeks to achieve an application which delivers the requirements of the Welborne Plan. However, there is a risk that negotiations weaken the collaborative working relationship with the Master Developer and a positive determination is either not reached or does not deliver the scheme FBC want.</p> <p>(NB Also covered in last report as a</p> <div data-bbox="330 732 611 972" data-label="Image"> </div> <p>development management risk)</p>	<p>maintained by the director and the Welborne Strategic Lead by meeting monthly with the Master Developer's Senior team; consisting of the new managing director and 3 other directors. This has led to the Master Developer agreeing to share the viability model behind the application.</p> <p>Development Management – Regular meetings and correspondence being held with the Master Developer and the Technical Planning teams.</p> <p>Welborne Planning – A national reputable company commissioned to assess the viability of the application against the required infrastructure in the Welborne Plan, and to advise on where there is flexibility to keep the proposition profitable for the Master Developer.</p> <p>Welborne Planning – HCA capacity funding to be used to commission a Place making Strategy to support the Local Planning Authority's role in assessing the proposals put forward by the Master Developer.</p> <p>Welborne Planning – Special meeting of the planning committee will be arranged and member briefings are being delivered to help prepare them for the determination.</p> <p>Corporate – Professional advice being sought in relation to the legal parameters governing developers' contributions.</p>
<p>Understanding risks posed from landfill sites in a Harbour Area</p> <p>There are several historical landfill sites in the SCOPAC (Standing Conference on problems associated with the coastline) region which have previously been protected from the sea, but whose defences are now eroding and being threatened by sea level rises and greater surface flood risks.</p> <p>This could result in toxic chemicals from domestic waste leaching into the water courses, beaches and coastal waters.</p> <p>The Wicor West land fill site in the Fareham borough is one such site. The Council has responsibilities in relation to contaminated land.</p>	<p>Coastal Partnership – Regionally, the Coastal Partnership, on behalf of SCOPAC have been taking a national lead to carry out work to understand the risks of exposure of landfill sites near harbour areas and what impact mitigation actions could have.</p> <p>Funding has been secured from Local Levy (Regional Flood and Coastal Committee) to reimburse the partnership for the costs incurred for this work</p> <div data-bbox="1042 1442 1337 1637" data-label="Image"> </div>
<p>Threats during an Election Count</p> <p>Contingency planning work identified the need to have a plan in place to deal with threats such as a terrorist attack, or a fire outbreak, during an election count at Ferneham Hall.</p> <div data-bbox="343 1912 485 2040" data-label="Image"> </div>	<p>Corporate – Contingency planning completed for preventing and reaction to a threat.</p> <p>Corporate – Arrangements now in place with alternative sites identified should Ferneham Hall become unusable.</p> <p>Leisure Services – Warning system set up for deployment during a count at Ferneham Hall, if needed.</p> <p>Corporate Services – Count supervisors briefed on the actions to be taken should the warning system be triggered.</p> <p>Corporate Services – IT equipment for managing the</p>

Risk or Opportunity	Actions taken
<p style="text-align: center;">Daedalus 100</p> <p>The Princess Royal visited Daedalus in July 2017 as part of the Daedalus 100 celebrations which culminated in a public event at the Solent Airport in September.</p> <p>This had over 2,500 attendees with attractions including static aircraft displays, children's activities, fun fair and stalls.</p> <p>Both events therefore required project risk management to cover all the potential risks of failure, reputation damage and risks to personal health and safety.</p> 	<p>results is kept portable so can be deployed elsewhere.</p> <p>Corporate – Regular internal meetings and briefings held to draw up and review the event plans and contingency arrangements. These also helped manage expectations of what was a deliverable event. Roles and responsibilities in the preparation and on the day made clear.</p> <p>External opinion sought where necessary e.g. airport manager controlled airport safety.</p> <p>Corporate – For the royal visit, implementation of the required actions as prescribed in the Security plan led by the Palace Office.</p> <p>Environmental Health – SAG meeting (Safety Advisory Group) set up to review the Daedalus 100 event plans in respect of arrangements to manage the Health and Safety risks of the events relating to each of the category 1 responders. A motorbike speed attempt was denied on safety grounds.</p> <p>Corporate Services – Managed the publicity for the event and managed relationships with users of Daedalus, including working jointly with the airport operators to resolve issues.</p> <p>Leisure Services – Risk assessments carried out for each event to mitigate risk of failure.</p>
<p style="text-align: center;">IFA2</p> <p>The National Grid are planning a major new energy infrastructure project, known as IFA2 (Interconnexion France-Angleterre 2), linking the United Kingdom's electricity transmission network to France. The interconnector is made up of undersea cables running for more than 100 miles between the two countries which would connect at either end to a converter station.</p> <p>The link will help enhance the security, affordability and sustainability of energy supply to both countries.</p> <p>The converter station in the UK is proposed to be based at Daedalus in Stubbington. This therefore presents a potential threat of the electromagnetic field causing problems with the operation of the airport and the surrounding business parks, and a safety threat to their users.</p> 	<p>Corporate – Land to be leased to the National Grid under a legally binding agreement with on-going safeguards during and following the construction stage.</p> <p>Property Services – Safety and technical assessments commissioned from Arcadis and other experts to review how the interconnector can safely coexist with the airport and business parks.</p> <p>Property Services – Significant testing commissioned which included live trials at Solent Airport with aircraft taxiing over live buried cable, replicating the circumstances proposed for IFA2.</p> <p>Property Services – Development of a hazard log commissioned identifying 28 hazards from 36 causal factors. Risk mitigation measures are being identified and progress tracked until the hazards are confirmed as “closed”. Technical working group from council and National Grid meeting monthly to monitor the actions</p> <p>Development Control – Support and advice given in relation to the planning application submissions. Specialist advisors employed to carry out the necessary scientific calculations and advise on what would be acceptable to the planning authority when determining the application. Appropriate planning conditions used for the consent. E.g. microtesla thresholds for the taxiways.</p>

Risk or Opportunity	Actions taken
<p style="text-align: center;">Extending the Local Plan to 2036</p> <p>The Fareham Borough Local Plan consists of three parts and sets out the Planning Strategy for the Borough up to 2026.</p> <p>The Council has committed to a review of its Local Plan to reflect emerging housing and employment needs for a further 10 years until 2036.</p> <p>This process always involves the management of the inherent risk of not being accepted by the Planning Inspectorate or the public on a number of grounds such as:</p> <ul style="list-style-type: none"> • The approach taken was not technically correct. • Consultation was not adequate • We have not taken into consideration issues raised by the public and key bodies e.g. highways authority. 	<p>Planning Strategy & Regeneration – Entered into a commission with a company consisting of ex-inspectors to provide advice at an early stage that the approach is technically sound.</p> <p>We are aware that the inspector who reviewed the original plan has moved to this company. He therefore knows the local issues and can have a more open discussion in this role than he could as an inspector.</p> <p>Planning Strategy & Regeneration – Consultation on the Draft Local Plan carried out between 25/10/17 and 8/12/17. Around 2500 representations have been received which are being reviewed by officers.</p> <p>Corporate Services – Consultation plan drawn up and executed. This included six Community Action Team (CAT) meetings and 7 exhibitions which were attended by over 1,500 people. There was also a static display in Fareham Shopping Centre during most of the consultation. There were promotional banners and comments forms in Libraries in both Fareham and Gosport, as well as at Western Wards Leisure Centre and Fareham Leisure Centre. Nearly 12,000 copies of a special edition of Fareham Today focusing on the Draft Local Plan were produced. A promotional animation, interactive Story Map and demographics quiz were used to encourage participation online.</p> <p>The online comments form was tailored to allow people to comment directly on the proposed development site they were interested in, which is a new approach for Local Plan consultation forms. Paper copies were also made available.</p> <p>Planning Strategy & Regeneration – Site Plans posted out in more locations so are visible to people walking by.</p> <p>Planning Strategy & Regeneration – Meetings held or written responses provided to people raising concerns.</p>
<p style="text-align: center;">Daedalus Vision Conflicts with Local Plan</p> <p>The Council as a landowner for the Daedalus site will have different interests than the Council acting as the local planning authority.</p>	<p>Corporate – The draft new local plan has been more closely aligned to the landowner proposals.</p> <p>Planning Strategy & Regeneration – The team facilitate Property Services in formulating planning applications which are likely to be in accordance with our emerging Local Plan. Particular areas of advice relate to the types of usage proposed for the site (e.g. employment) and what transport routes are needed.</p> <p>Planning Strategy & Regeneration – The team review Daedalus proposals to confirm they do not conflict with other proposals for the borough e.g. M27 junction 10 access</p>


Risk or Opportunity	Actions taken
<p>Inappropriate Social Media comments not originating on FBC's sites</p> <p>The council has procedures it can use to block people who are abusive or make inappropriate comments on the Council managed twitter, Facebook and websites. However, the action that can be taken is more difficult if the thread originates on another site, and that site changes its rules about what it allows.</p>	<p>Corporate Services – Have created a profanity policy for handling abusive or inappropriate social media comments not originating from FBC managed sites to make sure we are consistent in our approach.</p> 
<p>Misuse of Community Grant Funding</p> <p>The Council contributes approximately £80,000 a year to community projects.</p> <p>Several checks are carried out on new applications as part of the approval process. Any successful applicant signs up to a community use agreement.</p> <p>All applicants receiving over £5,000 and 10% of those receiving less, are then required to send in evidence that the grant money has been used by an agreed date, and as it was intended.</p>	<p>Leisure Services – Monitoring of how the money is spent has been strengthened, including using a timeline in which the money is expected to have been spent.</p> <p>Unspent funds are requested to be paid back to the Council.</p> 
<p>Evacuation of New Tenants</p> <p>Exercises (planned and unplanned) are regularly carried out to make sure that the Civic Offices can be quickly and safely evacuated in the event of a threat such as a fire.</p> <p>With several new tenants in the building, actions have been taken to make sure that evacuation procedures are still adequate.</p>	<p>Property Services – Exercises carried out which have included tenants.</p> <p>Property Services – All tenant services have staff trained up to be fire officers and to be able to use the evacuation chairs.</p> 
<p>Improving Accuracy of the Electoral Register (Opportunity)</p> <p>The Returning Officer is legally required to maintain an accurate electoral register of persons eligible to vote in elections.</p> <p>Previously this involved employing multiple canvassers who oversee the completion of paper based forms in their electoral district. Opportunities are being found to improve the process and hence the data security and accuracy of the register.</p> 	<p>Democratic Services – Reduced the number of canvassers employed (62 to 15) who now operate throughout the year on wider areas. They are therefore the best skilled canvassers who provide the accurate results.</p> <p>Democratic Services – Paper forms have been replaced with tablets loaded with the mobile canvasser application. Therefore, data is directly input to the register increasing data security, and reducing the risk of error inputting data from the paper copy completed on the doorstep.</p> <p>The canvass also appears more professional which helps to improve the customer response rate.</p> <p>Democratic Services – Invitations to register completed by new residents are checked against the Department of Works and Pensions records of National Insurance Numbers and Dates of Birth to reduce bogus voters on the register.</p> <p>Democratic Services – Tailored approach taken for residential homes to reduce the risk of error and fraud by residents who may be vulnerable or suffering from dementia.</p>

Risk or Opportunity	Actions taken
<p>Decline in Market Trading</p> <p>The Council has seen a decline in take up amongst traders for the Fareham and Portchester Street weekly street markets.</p> <p>Customer satisfaction has also fallen for the monthly farmer markets due to poor trader turnout (4-8 stalls only attending from the 30 invited).</p>	<p>Environmental Health – Market Management Company engaged to manage the weekly markets, in place of an internal member of staff. This provides greater support for the individuals managing the market, greater knowledge of the local business and greater access to trader databases. This should help maintain the markets to the required standard, and gives the potential for growth in the number of traders.</p> <p>Environmental Health – Monthly farmer markets are no longer organised. Traders instead are encouraged to attend the weekly markets.</p>
<p>Sustaining and developing a team of employees available to deliver the partnership work</p> <p>The Eastern Solent Coastal Partnership in its current form has been in place since 2012.</p> <p>In order to continue its success, the partnership needs to attract and retain highly competent staff and grow them to become coastal experts.</p> <p>The partnership has now expanded to encompass 48 employees to deliver the work programme across the 3 strands of work: Strategy/Policy, Capital, Operations.</p> <p>With the team growing the managers need to effectively manage the stress and motivation of the workforce and consolidate the workload and priorities for the 3 strands from the 4 Councils.</p> 	<p>Corporate – A Client Manager Board is in place with representatives from the 4 councils, who agree the priorities and the budgets for the partnership.</p> <p>A golden thread has been developed to deliver these priorities starting from high level business plan objectives for the 3 teams, through to service plans setting time frames and resources to deliver each objective. These then feed through to individual team member work plans so everyone sees how they contribute to the bigger picture.</p> <p>Employees empowered by understanding how they contribute to the service delivery and able to feed-back how the process can be improved.</p> <p>Coastal Partnership – The employees developed and signed up to a Staff Charter in 2017 setting out they will operate in a “One team culture”, what the shared values are and how priorities will be managed.</p> <p>Coastal Partnership – Tasks are prioritised and monitored in terms of those they WILL, TRY or HOPE to deliver.</p> <p>Monthly one to one reviews of task lists are carried out to make sure workload is deliverable and priorities focused.</p> <p>Coastal Partnership – Managers are reviewing the individual work plans to identify where skills can be developed and resilience built into the team; the aim is to offer a broad and varied workload and development opportunities to aid staff retention.</p>
<p>Administration of Sport Pitch Bookings</p> <p>Fareham has 24 football pitches; 9 cricket squares and 2 rugby pitches which can be booked by clubs and leagues for frequent or irregular use. Clubs are only charged for the days that they use which causes administrative problems and costs keeping on top of changed and cancelled bookings. The VAT that must be applied also changes depending on the number of consecutive bookings a club makes.</p> <p>This gives the risks of not maximising income, over-charging or incorrect VAT treatment. An internal audit in 2017 identified examples where</p>	<p>Street Scene – Vanguard intervention was carried out to review how this process was operating.</p> <p>Street Scene – A new system is being piloted for cricket pitches in which bookings are managed by Club/ League rather than by pitch.</p> <p>Clubs and Leagues either opt for:</p> <ol style="list-style-type: none"> a block booking free from VAT but with no eligibility for refunds for cancelled games. or, a flexible booking which would incur a VAT charge. <p>Street Scene – Temporary staff being trained so that they can provide cover for the main officer.</p>


Risk or Opportunity	Actions taken
these risks had occurred.	
<p>Improving Hedge Cutting Capacity and Service (Opportunity)</p> <p>The hedge and sports grounds maintenance contract has been outsourced since 2004 and the cost of this has been increasing especially as new grounds are adopted by the Council. There is also other work outsourced where the in-house team does not have the capacity to undertake extra or specialist work.</p> <p>The current main contractor has experienced difficulties in keeping up with the schedule of hedge cutting and this has resulted in an increase in customer complaints about overgrown vegetation.</p>	<p>Street Scene – Countryside and Parks and Open Spaces teams carried out a review of options for all outsourced work.</p> <p>Street Scene – Members approved option to set up in-house team and purchase equipment to take on the work currently outsourced. This change should be cost neutral but achieve an improved service in terms of responsiveness and flexibility.</p> 
<p>Contaminated Land Management at Daedalus</p> <p>The Daedalus site is former Ministry of Defence land which comes with associated contaminated land risks such as the presence of ordnance, asbestos and radiation</p> <p>These require management by FBC as the landowner and when found need us to develop a management action plan to deal with the risk they pose in relation to the potential land usage.</p> 	<p>Environmental Health – Advice has been given to officers managing the site as to the requirements needed in relation to contaminated land.</p> <p>Property Services – Full survey underway of the Faraday Development plots. Management plans will then be developed which reflects the potential use of each plot.</p> <p>Property Services – As other plots come forward for development surveys have / will be requested as appropriate to obtain the planning permission.</p> <p>Property Services – Environment Agency consulted on issues as they arise and approval sought for the proposed plan of action. A full environmental permit is being sought from the EA which allows us to deal with contamination more rapidly when located.</p> <p>Property Services – Any contamination mitigations that have occurred are identified to purchasers of plots and reflected in the purchase price.</p> <p>Property Services – Documents put in place with tenants and their contractors detailing what the requirements are when they carry out any works on the site, as part of agreeing the land price. The developers take on the responsibility to make sure the site is clean and clear of risk.</p> <p>Property Services – Contractors are not allowed to work on the site without obtaining a licence from us, relevant to the work they are doing. They must therefore be competent and have the required method statements and testing in place to be able to deal with any problems that arise.</p> <p>Property Services – Consideration being given to the best way to maintain a comprehensive record of any treatment of contamination that has taken place (e.g. land terrier, GIS layer) which would be referred to in the future when there are changes of tenants / landowners to make sure future works do not undo the mitigations that have taken place</p> <p>Property Services – Clauses will be put in future tenant</p>

Risk or Opportunity	Actions taken
	leases detailing what they can and can't do on the land.


Appendix B – Examples of actions taken REACTING to risks or incidents



Risk or Opportunity	Actions taken
<p>Failure of Coastal Defences at Hill Head</p> <p>Beach levels at Hill Head have fallen in recent years exposing the sea defences to additional and increased wave action.</p> <p>The coastal defences subsequently failed in December 2015 during a winter storm. These left users of the beach huts, the promenade and other properties vulnerable, along with a significant infrastructure road.</p> <p>The recommended policy in the River Hamble to Portchester Coastal Strategy was to 'Maintain Protection'.</p>	<p>Coastal Partnership – Phase 1 work completed in 2016 involving beach re-nourishment and extensive groyne maintenance. Phase 2 completed in 2017 to design and build a new sea wall. Use of barrier rail following expert advice, reduced the need to build the wall higher.</p> <p>Corporate - Construction works funded by FBC.</p> <p>Coastal Partnership – Considerable critical path project management utilised to achieve completion of consents, licencing, procurement and consultation work in very short timescales.</p> <p>Coastal Partnership Communication team used to keep the public and councillors up to date with progress and help manage issues arising.</p> <p>Coastal Partnership – Developing a Beach Management Plan to help understand and manage future risks.</p>
<p>Pipe Bomb discovery at Solent Airport</p> <p>In November 2017, an object was unearthed during construction work at Solent Airport (Swordfish Business Park). The object was found to be a 6 metre WW 2 pipe bomb which had been laid on the site by the Canadians.</p> <p>On the same day, a by-election for Stubbington was taking place close by. Any disruption to the election runs the risk of petition if the result is close.</p> 	<p>Property Services – Received notification as the client officer from the Tower that the contractor had found the bomb and work was ceasing in accordance with the agreed Method Statement.</p> <p>Corporate – Emergency Plan response set up and officer sent to the site. The police were informed who set up a 100m exclusion zone in the area which included closing the airport and several nearby roads whilst they carried out investigations.</p> <p>Bomb disposal experts called to the site who removed the bomb overnight and took it to a controlled site for destruction.</p> <p>Corporate Services – Information disseminated to the public to avoid the area and advise provided to residents.</p> <p>Democratic Services – Advice sought from the electoral commission and the legal team which was fed back to the police. The by-election could continue unless the police widened the cordon to 200m which would then include one polling station. (This did not happen but if it did the election would still be required to continue and the polling station would have had to be moved).</p> <p>Democratic Services – Working knowledge now in place of how to relocate a polling station.</p>
<p>Newgate Lane South (HA2)</p> <p>After publication of the Draft Local Plan an error was found in that the potential vehicular access identified via the demolition of two houses in the HA2 area was factually incorrect.</p> <p>The developer's written submission had indicated that they had secured an agreement with the landowners for access, but there was no legal agreement in place.</p>	<p>Planning Strategy and Regeneration – Clarified the situation and Notice of the error published on the website as an addendum to the Draft Local Plan.</p> <p>Planning Strategy and Regeneration – Due diligence checks to be increased in the future including a discussion with developers on what they intend to do in the plan and checking the accuracy of information held via the land registry.</p>


Risk or Opportunity	Actions taken
<p>Exclusive Rights of Burial</p> <p>The Council's cemeteries service allows members of the public to purchase an Exclusive Right of Burial to sites of preference in FBC cemeteries, or to determine who is buried next to an actual interment. These right lasts for 30 years after which it can be renewed.</p> <p>There have been 3 incidents in the last 18 months of Exclusive Right of Burial sites being used for other interments.</p>	<p>Corporate – Investigations carried out into why the errors had occurred, and consultations held with the families affected. Formal complaint investigation completed for one of the incidents.</p> <p>Street Scene – Full end to end review carried out on how the Exclusive Rights of Burial are recorded and fed to the grave diggers and a number of improvements made. Cemeteries Officer now visits all upcoming sites of burials with the grave diggers to agree the location as a double check on the plot.</p> <p>Street Scene – Detailed training plan rolled out involving all employees in the process from the grave diggers to the administration officers.</p> <p>Street Scene – All Exclusive Rights of Burial plots are periodically audited by an external firm as a check that the right has been maintained.</p>
<p>Smart Motorway at Junction 10</p> <p>One of the components being worked on for the Welborne development is changing Junction 10 of the M27 to an "all moves" junction.</p> <p>As detailed in Appendix C, negotiations have been taken place to secure funding for this work in relation to the Welborne Plan.</p> <p>However, Highways England have also announced that they will be upgrading the M27 from junction 4 to junction 11 between 2018-2021, as part of their smart motorway proposals.</p> <p>There is therefore a risk that the 2 projects are not co-ordinated in their design and construction.</p>	<p>Welborne Planning – Discussions held with the 2 teams in Highways England (Smart Motorways and Design) to promote co-ordination of the 2 projects. The smart motorway team have now agreed in principle to work to the Welborne design.</p> <div data-bbox="927 1097 1342 1245" data-label="Image"> </div>
<p>Loss of Consumables at Ferneham Hall</p> <p>Ferneham Hall employs a company to carry out regular stock checks of its bar and food lines. An irregularity was found in the January 2017 stock take indicating some loss of stock.</p>	<p>Human Resources – Investigation carried out and disciplinary action taken.</p> <p>Leisure Services – Managers requested an internal audit of their procedures around stock control. This has highlighted a number of opportunities to strengthen stock control and till management, which have now been implemented by the service.</p>
<p>Drug Users in Ferneham Hall Toilets</p> <p>During November 2017 employees and cleaners were finding debris in the toilets at Ferneham Hall indicating that drug users were visiting the hall to administer their drugs.</p> <div data-bbox="359 1859 582 2007" data-label="Image"> </div>	<p>Leisure Services – Key pads put on the toilets and activated whenever the bar is not open and there are no events on. The codes are being changed regularly to avoid the likelihood of someone learning them.</p> <p>Employees asked to be more vigilant when the toilets are open, and managers are floor walking which has stopped the misuse to date.</p>

Risk or Opportunity	Actions taken
<p>Difficulties Resourcing the Pest Control Service</p> <p>The Council Pest Control Service has historically provided free treatments for residents for rats and mice investigations and treatments.</p> <p>The Council has been having problems resourcing its Pest Control Service and was having to use an external contractor for some of the work. It was noted that a lot of the demand for the service was coming from casual sightings of rats by neighbours rather than true infestation reports that resulted in treatment.</p> <p>Research found that most neighbouring councils charged for rats and mice work and this did not have a noticeable effect on infestation in the area. The charges, however, could act as a deterrent to casual sightings being reported which have to be investigated. The charges would also generate some income to contribute to the cost of the Pest Control Service.</p>	<p>Corporate – Members approved introduction of charges for rats and mice, keeping the free service for families on low income.</p> <p>Environmental Health – Demand for the service is being monitored before and after charging was introduced. Initial indications are that there has been a drop-in demand from the casual reports but real treatment work has mostly continued at the same level.</p> <p>Environmental Health – Reduced pest control resource now needed and internal employees being trained up to cover the role rather than rely on external contractors.</p> <p>Environmental Health – Introducing training of managers and officers in other roles to act as a backup resource, and who can deal with pest issues when dealing with other cases (e.g. hoarders, dilapidated housing).</p> <div data-bbox="1003 795 1259 963">  </div>

Appendix C - Risks noted where further actions are still needed

Risk or Opportunity	Actions being taken
<p>Air Quality Directive</p> <p>In July 2017, the Department of the Environment, Food and Rural Affairs (DEFRA) issued a Compliance Directive on the Council (and 22 others) to reduce nitrogen dioxide levels on parts of the A27/A32.</p> <p>This was in response to the Supreme Court ruling against the Government, brought about by Client Earth, a non-profit environmental law organisation. The Government utilised a pollution mapping tool to highlight the worst 23 roads in the Country. Previously, the Council had been completing the required air quality monitoring in compliance with the Environment Act 1995. They had designated 2 Air Quality Management Areas and were implementing local Air Quality Action Plans, which had been submitted to DEFRA.</p> <p>The new directive requires the Council to undertake several activities leading to the submission of a new draft action plan at the end of March 2018. This needs to be followed by a fully considered plan by the end of December 2018 which identifies the preferred option to deliver compliance in the shortest time. The plan will need to be implemented by the end of 2020; this is before the Stubbington by-pass will be completed, which is expected will also help alleviate the problem. A national failure to comply will lead to the Government being fined by the EU, who are then likely to pass the fines down to non-compliant Councils.</p> <p>Government funding is being made available to assist with our response, but is only being released on completion of the required submissions; which themselves require funding to achieve.</p> <p>The Council has also received a ministerial visit in relation to this directive in January 2018.</p>	<p>Corporate – Air Quality Strategic Member led working group established to manage delivery of the project: consisting of members and officers from FBC and HCC. HCC are leading on the procurement of a consultant to develop the proposed action plan.</p> <p>Technical Officer Group also established involving the Planning Strategy and Regeneration team and air quality experts.</p> <p>Corporate – Members approved delegated authority to the Director of Planning and Regulation, in consultation with the Executive Member for Health and Public Protection, to submit plans to the Joint Air Quality Unit, to meet their timetable.</p> <p>Corporate – Funding committed from HCC and the Quay Street roundabout site developer, as well as DEFRA, to purchase and operate an air quality monitoring station.</p> <p>Corporate – Air Quality Management Area amendment orders have been signed to extend the areas covered and all households and businesses in the areas and statutory consultees and local interest groups have been informed.</p> <p>Environmental Health – Officers have joined the collaborative working group (Black Water Valley) with other councils with the same DEFRA account manager in the Joint Air Quality Unit. The working group are appointing a shared project manager.</p> <p>Environmental Health – The Head of Service is holding a weekly teleconference with the DEFRA account manager.</p> <div data-bbox="1034 1447 1326 1641">  </div>
<p>Portchester Coastal Protection Opportunity</p> <p>The Portchester to Paulsgrove Coastal Flood and Erosion Risk Management Scheme is located on the north shoreline of Portsmouth Harbour, stretching for 1.7km from Portchester Sailing Club in the West, to Port Solent in the East.</p> <p>A number of the defences along the frontage are in poor condition or do not provide the required standard of protection.</p>	<p>Coastal Partnership – Grant in Aid funding was secured in 2017 to carry out a technical and environmental review of options; leading to an outline design and business case. An affordable scheme with a phased approach to delivery has been developed which has been approved by the Executive, if funding is secured.</p> <p>Coastal Partnership – Bid for £10m funding submitted to the Environment Agency in October 2017 to undertake detailed design and construction work. Ministerial visit in January 2018 to discuss the savings possible with taking action within 15 years rather than</p>

Risk or Opportunity	Actions being taken
<p>The North Solent Shoreline Management Plan sets a policy of 'Hold the Line' for this length of coastline, but funding is needed to achieve this.</p> <p>There are 361 residential and 108 commercial properties at risk from a 1: 200-year present day tidal flooding event, rising to 662 residential and 141 commercial properties at risk by 2115.</p>	<p>delaying it.</p>
<p>Possible changes to the calculation of housing need</p> <p>In September 2017, the Government published a document entitled 'Planning for the right homes in the right places: consultation proposals'.</p> <p>The document proposes an introduction of a standard method for calculating local housing need. The Council does not support this proposal as it effectively undermines the collaborative work already undertaken by the Council and PUSH, the Partnership for Urban South Hampshire, in determining the spread of housing across the region.</p> <p>The new calculation is also unclear. However, estimates indicate that the method increases the housing need in the borough to 531 per year (100 more than we are currently planning for). Therefore, if the change in national planning policy goes ahead we will need to find more places to build which are likely to be unpopular.</p>	<p>Planning Strategy and Regeneration – Submitted a response to the consultation which was endorsed by members.</p> 
<p>General Data Protection Regulation (GDPR)</p> <p>The General Data Protection Regulation come into force in May 2018. They introduce new requirements such as the need to obtain consent, the right to be forgotten, and the requirement to notify the Information Commissioner's Office of any data breach within 72 hours.</p> <p>Non-compliance with the regulations brings the risks of not delivering our customers' rights, reputational damage and ultimately fines and sanctions from the Information Commissioner's Office.</p> 	<p>Corporate – Monthly progress being monitored.</p> <p>Corporate – Data Protection Officer role required by the legislation has been assigned to the Head of Democratic Services.</p> <p>Democratic Services – Rolling out an awareness programme of briefings and workshops to managers, employees, partners and councillors.</p> <p>Democratic Services – Collating information from services on data held and shared to generate an Information Asset Register.</p> <p>Democratic Services – Supporting services in completing self-assessments, gap analyses and implementing action plans.</p> <p>Democratic Services – Leading on corporate initiatives such as the design of consent and retention schedules.</p> <p>Democratic Services / Internal audit – Carrying out collaborative reviews of high risk services.</p> <p>Corporate Services – Work plan being developed which included reviewing the use of the information obtained from the e-panel to be GDPR compliant.</p>

Risk or Opportunity	Actions being taken
<p>HSE Contravention Letter</p> <p>The Council was subject to a scheduled inspection by the Health and Safety Executive in August 2017, who were looking at how well we were complying with the Control of Vibration at Work Regulations.</p> <p>Areas for improvement in relation to Hand Arm Vibration (HAV) were identified and as a result the HSE has issued the Council with a notification of contravention. Failure to act on this could lead to the Council being prosecuted.</p> 	<p>Environmental Health – Corporate Health and Safety Officer working with the Operations Manager (Street Scene) to strengthen the Council's risk assessment for Hand Arm Vibration (HAV).</p> <p>Street Scene - Undertaking a tier one health screening exercise for all the Grounds Maintenance employees and a couple of staff most at risk in the street cleansing team. Any resulting action needed should be identified; this could be Occupational Health referrals for staff raising any issues that need further investigation.</p> <p>Street Scene – An external company was used to measure all our power tools so that we have exact field measurements for each piece of equipment to enable more accurate risk assessments to be undertaken. The findings will then be implemented.</p> <p>Street Scene – A programme of trigger time measurements to be introduced to ascertain the exact time staff are at risk and if they exceed any limits. This will be used with the tool measurement to ensure we have robust risk assessments in place going forward.</p> <p>Street Scene – Other managers in Street scene have been made aware of the need to undertake a similar programme for their teams to ensure all comply with the regulations. All of the above has been coordinated with the Council's Corporate Health and Safety Officer.</p> <p>Corporate – Human Resources have been leading on spreading the learning from this issues into other areas of the Council. Occupational Health are actively involved in looking at what additional screening we could do.</p>
<p>Updating the Asset Management Plan</p> <p>The Asset Management Plan has not been refreshed since 2008/09, and there is a risk that as a landlord we are not clear about the condition of all our assets including car parks, building and surface areas.</p> <p>Although robust processes are in place to monitor and inspect the statutory health and safety risks associated with assets (e.g. fire safety, asbestos, legionella, gas safety), these are not as robust for other issues affecting the fabric of the assets.</p>	<p>Property Services – In early stages of producing a new 10-year Asset Management Plan.</p> <p>Property Services / Street Scene – Condition survey of public toilets being carried out.</p> <p>Property Services – Town centre surface areas are being inspected and managed.</p> <p>Finance and Audit – Joint work in the 2017/18 audit plan to verify that responsibilities for inspection of all the Council assets, including public areas, are clear. Also, how other services can help inform the monitoring processes.</p>
<p>Customer Confidentiality on the Ground Floor</p> <p>The Council's reception area uses a number of open booths and customer seating in close proximity. Rooms are not always available when confidential matters need to be discussed. Therefore, thoughts are being given to the redesign of the area. This work was delayed whilst negotiations with the Police, as possible users of the building, were being carried out.</p>	<p>Corporate – Project to reconvene to review the needs of services whose customers use the ground floor</p> <p>Property Services – Consultation in progress with current tenants who have different requirements from the ground floor.</p>

Risk or Opportunity	Actions being taken
<p>Council Procurement Processes</p> <p>The Council has been reviewing its procurement processes to see how we can make things easier to do the right thing for our services. This is including understanding and removing unforeseen consequences of the current process.</p> <p>We are in a tactical experimentation phase looking at using different, faster routes to market whilst still protecting the council and achieving value for money.</p> <p>At the moment, this will mean that services are not always clear on what the current 'rules' are.</p>	<p>Democratic Services / Finance – Developing their roles as service advocates to help find the right route to market, demonstrate value for money and support them through the process.</p> <p>Democratic Services / Internal audit – Developed a series of procurement principles which have been endorsed by CXMT and the Audit and Governance Committee.</p> <p>Democratic Services / Internal audit – Carrying out a review of Contract Procedure Rules as to how well they match the procurement principles and which rules lead to the unforeseen consequences.</p> <p>Democratic Services / Internal audit – Designing a procurement flow which makes it easy for services to access suppliers, demonstrates value for money and encourages small businesses as suppliers.</p>

Appendix D – Detailed List of Risks, Opportunities and Actions Covered in the Manager Discussions

Those in **bold** are detailed further in the appendices above

Service Manager (s)	Subjects discussed
Planning Strategy and Regeneration	<p>Extending the Local Plan to 2036</p> <p>Compliance with Air Quality Directive</p> <p>Government proposed changes to the calculation of housing need</p> <p>Error in draft plan relating to Newgate Lane South (HA2)</p> <p>Other local councils making requests for help in meeting housing targets under the duty to co-operate – unknown how the Planning Inspector will view a response to these requests.</p> <p>Delivery of Portchester Vision if not seen as a HCC priority</p> <p>Cranleigh road appeal (covered in previous report)</p> <p>Further housing needs impact on the parking strategy</p> <p>Difficulty in recruiting experienced planners especially at peak times such as changes to legislation or a recession – use of golden handshakes</p> <p>Stubbington bypass</p>
Environmental Health	<p>Compliance with Air Quality Directive</p> <p>Safety Advisory Group role in Special Events</p> <p>Difficulties resourcing the Pest Control Service with associated health risks.</p> <p>Decline in weekly and monthly markets</p> <p>Contaminated Land risks at Daedalus</p> <p>Contravention letter issued by the Health and Safety Executive</p> <p>Risks associated with the change of the partner management structure on the Environmental Health Partnership</p> <p>Impact of legislative changes proposed for Food Safety work</p> <p>Non-completion of Food inspections</p> <p>Successful prosecutions for hygiene cases</p> <p>Control over Dog control and pest control income – internal audit findings</p> <p>New arrangements with Portsmouth to administer FBC Disabled Facilities Grants (DFG)</p> <p>Potential use of Parity Trust for Home Improvement Loans</p> <p>Risk of losing DFG funding if not used within the required spending timeframe.</p> <p>Impact of legislative changes proposed for Houses in Multiple Occupation</p> <p>Maintaining the out of hours service</p>
Street Scene	<p>Improving Hedge Cutting Capacity and Service (Opportunity)</p> <p>Reducing administration of sports pitch bookings and ensuring VAT compliance</p> <p>Contravention letter issued by the Health and Safety Executive</p> <p>Problems with Exclusive Rights of Burial</p> <p>Risks of vulnerabilities in refuse collection across the borough as expansion cannot always be absorbed by current rounds and this is a high-profile service</p> <p>Opportunity of charging developers for both refuse and recycling bins for new properties</p> <p>Managing the risk of increased disposal costs for Trade Waste</p>

Service Manager (s)	Subjects discussed
	<p>HMRC fine for VAT error on Trade Waste</p> <p>Changes in recycling markets and government targets</p> <p>Reduction in HCC funding for grass cutting</p> <p>Risks inherent with new Titchfield Country Park</p> <p>Travellers incursions on parks and open spaces</p> <p>Health and Safety risks in play areas</p>
Leisure	<p>Risks relating to special events including Daedalus 100</p> <p>Drug users in Ferneham Hall toilets</p> <p>Risk of loss of stock due to theft or other reasons</p> <p>Misuse or non-use of Community Grant funding</p> <p>Risks surrounding the uncertainty of the future model for Ferneham hall</p> <p>Opportunities to reduce level of subsidy of Ferneham Hall</p> <p>Risk assessments, inspection and maintenance regimes of play areas</p> <p>Governance arrangements of community centres including management of Health and Safety risks</p> <p>Implications if there is a fall in the numbers using the leisure centres</p> <p>Health and safety risks at leisure Centres</p> <p>Adequacy of refreshment provision at Holly Hill</p> <p>Refurbishment of Museum – risk of future funding needs if café unsuccessful</p> <p>Crowd funding opportunities to make grant funding go further</p>
Corporate Services	<p>Management of Special events including Daedalus 100 and the Royal visit.</p> <p>Threats during an election count</p> <p>Compliance with the General Data Protection regulations</p> <p>Customer Confidentiality on the Ground Floor</p> <p>Management of abuse on social media – including where it does not originate from our site.</p> <p>Cash Office – risk of loss of cash</p> <p>Risk of abuse of CSC staff including involvement of other civic office tenants</p> <p>Lone working arrangements</p> <p>Health and Safety risks at public consultation venues</p> <p>Managing the risk of giving out flawed equality advice</p> <p>Procedures for Suspect packages</p> <p>Risks associated with the Election counts, including opportunities to declare results more quickly.</p>
Democratic Services	<p>Non-compliance with new legislation - the General Data Protection Regulations</p> <p>Managing the risks for the royal visit to Daedalus</p> <p>Risks of having an inaccurate electoral register – changes in canvasser process</p> <p>Preparation for the death of a Senior Royal</p> <p>Pipe Bomb found at Solent Airport on the day of the by-election</p> <p>Accusation of maladministration if not following the law in respect of formal decision-making procedures by the Executive</p> <p>Risk register completion for each election</p> <p>Incident state boards maintained of all issues that arise on the day of the election and what action was taken</p>

Service Manager (s)	Subjects discussed
	<p>Loss of Mayor's chain</p> <p>Risk of challenge from a supplier for non-compliance with Procurement legislation.</p> <p>Freedom of Information requests for sensitive projects – what should/ should not be released</p> <p>Inherent risk of outsourced legal services</p>
Coastal Partnership	<p>Sector Specific Risks</p> <p>Environment Agency National Flood Risk Assessment and erosion maps – affects their allocation of Treasury Funds</p> <p>Partnership completion of North Solent Shoreline Management Plan in 2010 reviewing the risks and assigning management polices over 100 years in 3 time periods. Policy options are: Hold the line, advance the line, managed realignment, No Active Intervention.</p> <p>Partnership completion/improvement of 2 Coastal Strategies for Fareham assessing the impact of implementing the policy options in the NSSMP on smaller sections of shoreline. Coastal flood and erosion risk management options assessed against Life, Property and Environment impacts.</p> <p>Partnership coastal monitoring programme to further inform the strategies.</p> <p>Partnership updated the Strategic Flood Risk Assessment for PUSH in 2012</p> <p>The flood risk assessments are used when developing the Fareham Local Plan.</p> <p>Coastal asset management plan developed for each partner.</p> <p>Reputation risk if don't bid for funds to help mitigate risks in our borough which are in the public interest (but no duty to act)</p> <p>Risk that land owners don't implement the preferred policy option in the Shoreline Management Plan.</p> <p>Risk of changing government priorities leading to loss of funding of projects.</p> <p>Service Delivery Risks/ Opportunities</p> <p>Understanding risks posed from Landfill sites in a Harbour Area (opportunity)</p> <p>Failure of Coastal Defences at Hill Head</p> <p>Portchester Recreation Ground Protection opportunity</p> <p>Fareham Quay flood risks</p> <p>Project management principles employed to deliver strategies and construction.</p> <p>Construction contracts are designed using appropriate, project specific options depending on the risk associated with the scheme. e.g. Priced activity schedule, Target Cost or Remeasurable pricing options with the contractor, as well as choices of form of contract.</p> <p>Partnership Risks / Opportunities</p> <p>Sustaining and developing team of employees available to deliver the partnership work – risk of loss of staff</p> <p>Use of partnership to mitigate the risk for one council of a major coastal disaster. Coastal incident officers available 24/7 to manage an emergency response.</p> <p>Shared service agreement for the 4 councils – splits costs proportionate to the assessment of the needs of the councils. Pain and gain agreement depending on the success of the partnership.</p> <p>Opportunity savings from successful funding of capital works spread across the 4 councils. Reserves set aside to set up a project fund for self-funding of works or mitigate future redundancies.</p> <p>Governance arrangements to support the partnership</p> <p>Relationship management between officers and councillors of the 4 councils to maintain support for the partnership</p> <p>Developing procurement frameworks – opportunity for partnership leverage over construction and design suppliers in the area.</p>

Service Manager (s)	Subjects discussed
	<p>Resilience building for the senior managers</p> <p>Opportunity to create business development manager to sell services to other councils</p> <p>Change of IT operation from HCC to Capita</p>
Property	<p>Contaminated Land risks at Daedalus</p> <p>IFA2 affects the operation of Solent Airport and the safety of users</p> <p>Civic Offices Evacuation training for new tenants</p> <p>Pipe Bomb found at Solent Airport on the day of the by-election</p> <p>Updating the Asset Management Plan</p> <p>Customer Confidentiality on the Ground Floor</p> <p>Risks associated with the development and management of Daedalus</p> <p>Risks of tenants not paying or leaving our investment properties (including the option to initiate a break clause)</p> <p>Complying with Commercial property acquisition strategy and management of vacant properties</p> <p>Market analysis of the best use of the Holly Hill Mansion site</p> <p>Daedalus – risk from competition for private charters with Bournemouth airport</p> <p>Emergency planning for the risk that the Civic Offices cannot be used</p> <p>Opportunities for additional catering concessions</p> <p>Security of Civic Offices – including entrance doors to each floor.</p> <p>Action taken because of the Grenfell Tower fire – covered in previous report</p> <p>Actions taken in preparation for the scheduled power outage – covered in previous report</p>
Welborne	<p>Use of Delivery Strategy to help achievement of the Welborne local plan</p> <p>Master Development Relationship - Breakdown in relationship with master developer during determination of the planning application / Determination does not deliver the required scheme</p> <p>Smart motorway at Junction 10 of the M27 not coordinated with Welborne development</p> <p>Failure to secure a scheme promoter for Junction 10</p> <p>Housing Infrastructure Funding money not available to help fund the gap in the funding in place and estimated cost of junction 10.</p> <p>Funding the cost of maintenance at Junction 10 and use of the commuted sum</p> <p>Use of Compulsory Purchase Order powers for minority land holdings</p> <p>Housing Delivery rates are too slow to meet the needs of the local plan – action on looking at whom else can deliver other segments of the market.</p> <p>Impact of Brexit on availability of construction skills</p> <p>Public spaces at Welborne become unsightly</p> <p>Healthcare provision at Welborne does not meet expectations – CCG attendance at CATS in 2018</p> <p>Railway halt for the Welborne development</p> <p>Inter-authority agreement with Winchester City Council to manage the SANGS (Suitable Alternative natural Green Space) areas in their boundary</p>