

FAREHAM

BOROUGH COUNCIL

Report to Audit and Governance Committee

Date: 11 March 2019
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 latest six-monthly report under the new policy.

*The Audit and Governance Committee's area of responsibility for Risk Management is: -
a) to monitor the effective development and operation of risk management in the Council.*

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 (See Appendix E) 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:
 - (a) What their top risks are and any new or changes in risks and opportunities that have occurred in the year
 - (b) Actions that have been taken in the year to mitigate risks
 - (c) Incidents that have occurred and actions taken to manage the incident and prevent a repeat
 - (d) 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 2018 and January 2019.

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 this report.

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

STRUCTURE OF THE EVIDENCE GATHERED

4. 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:
 - (a) Appendix A - New actions taken *anticipating* risks or opportunities
 - (b) Appendix B - New actions taken *reacting* to risks or incidents
 - (c) Appendix C - Risks where action is *still needed*

5. We also followed up on most of the risks highlighted last time where “action is still needed”. These are highlighted by “(Update)”.

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

Appendix E: FBC Risk Management Policy (Separate Document)

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 style="text-align: center;">Ferneham Hall Redevelopment</p> <p>Ferneham Hall is being redeveloped to deliver the vision of what new arts and entertainment facility is needed for Fareham. An objective of the redevelopment is also to reduce the level of subsidy needed to support the facility.</p> <p>A joint procurement for operators of either Ferneham Hall, both Leisure Centres or both was deemed appropriate using knowledge from other procurements in nearby Local Authorities that have taken place recently.</p> <p>There are a number of risks associated with the redevelopment which include:</p> <ul style="list-style-type: none"> • The new building does not meet the needs of the borough and is not commercially viable. • The impact of closure of the building on the customer base (and users of near-by car parks). • The Council achieves a poor deal from the operator of the Hall. • The performance of the current leisure centre contracts is affected by the procurement. 	<p>Vision</p> <p>Leisure/Property/Finance – An Officer group was set up to ensure the projects were meeting FBC objectives; including the new Ferneham Hall fitting in with the updated Civic Quarter plans.</p> <p>Leisure Services - The Ferneham Hall Vision has been developed and was approved by Executive in July 2018.</p> <p>Corporate Services – A consultation on the future requirements for a new arts and entertainment facility to replace Ferneham Hall was held between August and October 2018. The findings from this was then used to expand the vision to meet user and potential hirer preferences; particularly in terms of capacity, and the flexibility of studio space.</p> <p>Leisure Services - the vision was updated and approved again at Executive in December 2018.</p> <p>Operator</p> <p>Leisure/Procurement – A consultant has been employed who has vast experience in culture and leisure procurements. They have successfully managed the procurement for an employment agent who will act on behalf of the Council during the design and build of Ferneham Hall.</p> <p>Corporate - We have the option to extend the contract of the Employers agent to assist with the Civic Quarter Master plan.</p> <p>Leisure/Procurement – A procurement process for the operator(s) is underway which gives bidders options to bid for the entertainments hall, or leisure centres or both. The contract will be awarded by June and the winning operator will also be involved in the Design and Build at Ferneham Hall.</p>
<p style="text-align: center;">Venue for Election Count</p> <p>Ferneham Hall is scheduled to close for a period to allow for the refurbishment to take place. Ferneham Hall is very convenient being right next to the Civic Offices.</p> <p>A new venue has therefore been needed that is suitable to handle the security of the election boxes and the count on the day.</p> <p>The next local elections are scheduled for May 2020, and there is a slight risk that additional elections or referenda may be needed in 2019.</p>	<p>Corporate – A suitable alternative venue has been sourced, which was previously the back-up location, so a new backup location has also been sourced. A checklist of things that needs to be checked with the new venues is being worked through e.g. Health and Safety, and security arrangements.</p> <p>Democratic Services – A communication plan for all candidates and agents developed. will also be</p> 

Risk or Opportunity	Actions taken
<p style="text-align: center;">Daedalus 75</p> <p>A special community event at Daedalus is being planned for June 2019 to mark the 75th anniversary of the D-Day landings. The event will have a potential 10,000 visitors over 2 days.</p> <p>Fun fair rides, children's activities, market stalls and stage performances from local groups in arena performances as well as aircraft displays, static and potentially in-flight, are all set to take place as part of the Daedalus celebrations. It is hoped that the event will include a Red Arrow display, a Battle of Britain memorial flight and helicopter flights offered by an external company.</p> <p>This will require project risk management to cover all the potential risks of failure, reputation damage and risks to personal health and safety. The potential volume of visitors means that additional parking needs to be sourced offsite.</p> 	<p>Corporate – A Steering group comprising of Councillor Cartwright as the Chair, The Director of Finance and Resources, Head of Leisure and Corporate Services, Leisure and Community Manager and Head of Environmental Health is in place to take advantage of any opportunities, and to plan and mitigate against eventualities. The group will invite officers with areas of relevant expertise to inform the event (e.g. Health and Safety and Parking).</p> <p>Corporate – Regular internal meetings and briefings being held to draw up and review the event plans and contingency arrangements. Roles and responsibilities in the preparation and on the day made clear.</p> <p>Environmental Health – SAG meeting (Safety Advisory Group) set up to review the Daedalus 75 event plans in respect of arrangements to manage the Health and Safety risks of the events.</p> <p>Corporate Services – Manage the publicity for the event and relationships with users of Daedalus, including working jointly with the airport operators to resolve issues.</p> <p>Leisure Services – Numerous risk assessments to be carried out for each event to mitigate the risk of failure.</p> <p>Corporate – Decision made that if there are any event driven flights, a flight director will be employed. A private security firm is also being commissioned for the event.</p>
<p style="text-align: center;">Reducing the Impact of IT Migration on the Coastal Partnership</p> <p>Havant Borough Council had entered into a contract with Capita, along with 5 other Councils, to provide a number of services including IT.</p> <p>The Coastal Partnership was therefore affected by the project to migrate from IT services provided by Hampshire County Council to services from Capita, which had a number of challenges along the way.</p> 	<p>Coastal Partnership – 50 new laptops were purchased to make a mobile IT solution. Secure and robust storage was set up for periods when systems were not available. This used the cloud based Kahootz system, a local government approved cloud, which was adopted corporately by Havant Borough Council.</p> <p>This allowed live sharing of images and reports across the different teams and gives the ability to create restricted access work spaces. This was so successful that Kahootz continues to be used for collaborative working after full implementation.</p> <p>Coastal Partnership – A secure managed build was created by Capita and loaded onto the laptops. The connection to the Capita network is made secure through 2-way authentication when working remotely. The HBC network is now being used for archiving project records.</p> <p>Coastal Partnership – The new system has helped with providing a business continuity solution. Mobile working using laptops, iPads and iPhones allows easy switch of staff to different locations. Notebooks would be utilised if the IT system fails.</p>

Risk or Opportunity	Actions taken
<p align="center">Coastal Partnership Health and Safety</p> <p>Construction is dangerous, especially along the coast, and the team are very passionate that the Health and Safety (H&S) of their staff, customers and the general public remains embedded in their working days. Health and Safety is paramount and an integral part of the 55-strong team culture, ethos and procedures. Safe systems of work are in place and regularly reviewed.</p> <p>The Coastal Partnership managers have therefore been working to obtain assurance that the team are remaining proactive not reactive to any potential risks and are retaining a happy and healthy workforce.</p> <p>Their target is to exceed industry standards and continually review best practice.</p> 	<p>Coastal Partnership – The Coastal Partnership has just completed an independent audit review for every area covering both construction / out of office risks and risks in the office environment. Many of the staff completed an anonymous questionnaire covering their perceptions of the way that H&S risks are managed. These covered: Training and supervision, Safe work procedures, Work force consultation, Reporting safety, Management commitment, Injury illness and ill health and return to work, and overall feeling</p> <p>These have been reviewed by an independent advisor who also carried out site visits to gather further evidence. The advisor is providing a report including a gap analysis of things to address. The managers will then develop an action plan to address the issues raised.</p> <p>Coastal Partnership – In the Portsmouth office there are a series of white boards; the first of which is marked for Health & Safety information. The board is near the printer and the managers use it to remind the team of Health and Safety messages (e.g. keep hydrated during the hot weather), including incidents that have happened elsewhere in the industry (e.g. the danger of sneaker waves).</p> <p>The managers walk the boards each week as part of the weekly discussion with staff and pick up any issues listed on them.</p> <p>A similar board system is planned for the Havant Office.</p> <p>Coastal Partnership – An enhanced online training package is being developed as part of embedding the thinking into the culture of the team, which will include an induction module and specific H&S topics.</p> <p>Coastal Partnership – A service risk register is maintained for each team which is reviewed at management meetings. Clear responsibilities laid out for tasks on the register.</p> <p>Corporate – A visit will be organised to see if there are any lessons that can be learned from the partnership that could be applied to other Council services.</p>
<p>Management of Health and Safety at Community Centres</p> <p>Annual Health checks are legally required at all our Community Centres, although under terms of the lease most Centres should do their own checks (including Fire Risk Assessments).</p> <p>It is our responsibility to ensure these are completed correctly and any issues managed. Work has been carried out to establish a robust regime to ensure this happens.</p>	<p>Leisure Services – Annual health checks of Community Centres are being conducted, including governance arrangements; the full extent of the check is governed by the lease agreement which identifies areas of responsibilities. This also applies to Fire Risk Assessments.</p> <p>Any Governance or Health and Safety concerns are highlighted to One Community who offer support to these Associations.</p> <p>Leisure Services – Where the Council retains a level of responsibility for maintenance of a building Property Services are instructed to conduct an annual inspection. Additional quarterly checks are conducted by the Property Services Manager and the Leisure Manager.</p>



Risk or Opportunity	Actions taken
<p style="text-align: center;">Building Resilience into the Coastal Partnership</p> <p>There are a number of other Coastal Partnerships being set up which could become competition to the East Solent Coastal Partnership or could become potential clients for their services.</p> <p>There is therefore a need to continually evolve and to consider a more commercial approach for the partnership and work on strategies to help maintain stability for the teams.</p> 	<p>Coastal Partnership – The teams have been identifying what they do well and what may be viable to sell as a service. Services such as surveying skills, project management, working with for other agencies e.g. Highways, could save other authorities paying inflated consultancy fees.</p> <p>For example, the teams have invested in the use of a drone, to help with survey work. They have also invested in visualisation software.</p> <p>They will then be considering marketing strategies and building on ways, such as utilising digital tools, to maximise efficiency.</p> <p>Corporate – As part of the Opportunities Plan, FBC will be reviewing skills available in the partnership and identify any which we currently purchase from external consultants.</p> <p>Coastal Partnership – Developing strong supply chain framework with pain and gain share arrangements.</p>
<p style="text-align: center;">Preventing the New Procurement Rules leading to inappropriate spending behaviours (Update)</p> <p>As reported in the last 2 reports the Council has been developing a new set of Contract and Procurement. This was in response to the learning from the vanguard review of “buying stuff” which indicated that the old procurement process was bureaucratic making it difficult for Heads of Service to get what they need when they need it. In addition, a waiver is often required for high value purchases which takes the valuable time of senior managers.</p> <p>So, the opportunity has been taken to look at the whole process to see what could be changed, and how, to make ‘buying stuff’ a much simpler process for all. As a result, a new policy has now been adopted for the Council.</p> <p>However, whilst the new rules now give more flexibility to managers about spending decisions, it also brings with it the potential risk of an increase in maverick spending. The thresholders have also been raised before formal justification of spend is required.</p> 	<p>Democratic Services – The procurement team have been holding workshops to roll out the new procedures to all the services and cover “what good likes like” under the new policy.</p> <p>Democratic Services - Forms are currently being devised by services to document the justification behind their significant purchases, why the purchase was the right choice and the reasoning and thought process behind the decision.</p> <p>Democratic Services / Finance – Training sessions have been provided to the procurement team and Finance Business partners. They are now tasked to work with services to identify situations where spend with suppliers may need to be reviewed, justified or retendered. They also form part of the working group with the service for significant purchases and must all agree any preferred procurement paths.</p> <p>IT / Finance - A tool has been developed as a control measure to allow managers and FBP’s to more easily see how much is being spent with suppliers. This is currently being rolled out and supported by training and guidance.</p> <p>Corporate – The new Policy includes formal rules to provide oversight of adherence to the Policy. These includes:</p> <ol style="list-style-type: none"> a) Publishing any significant purchase in the members newsletter; b) Annual audit testing of suppliers above and below the threshold; c) An Annual report to the Chief Executive’s Management Team summarising the routes to market used in the year and the results of the audit testing. d) Coverage in the Annual Governance Statement.

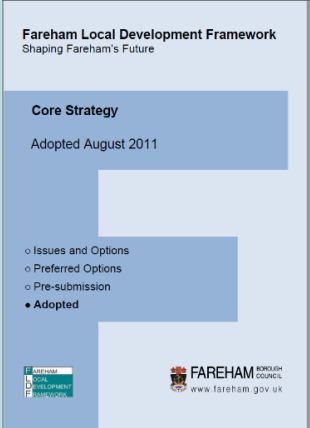
Risk or Opportunity	Actions taken
<p>Freedom of Information Requests (FOIs)</p> <p>There is a risk that FOIs we have dealt with could be challenged and passed to the Information Commissioner's Office (ICO). If they were to find against us they could instruct us to release information and they could impose an audit on us. Ultimately, they could fine us hefty sums for data breach.</p> <p>The number of FOIs the council receives has been steadily increasing and in 2017/18 we needed to provide 741 responses. There are also other subject access requests and proof of life requests that we are required to respond to.</p> <p>Previously all these requests were co-ordinated by posts within the Democratic Services team who had other day to day responsibilities.</p>	<p>Democratic Services – We have now employed a full-time person to focus on data protection and freedom of information requests. This will be a dedicated resource for information management.</p> <p>Democratic Services – The new resource will free up current staff to undertake a vanguard review looking at the whole process of how we handle FOI requests, both in terms of the accuracy of the response and in looking for ways to reduce the burden for the team and all the other officers of the Council involved in providing responses.</p> <p>Corporate – As part of the review we will be looking at repeat requests for the same information and what can be addressed through forward publication of information.</p> <div data-bbox="997 696 1257 949" data-label="Image"> </div>
<p>Process for Suspect Packages</p> <p>A procedure was drafted in May 2017 which considered how employees, tenants and visitors can be kept safe if a suspect package was discovered.</p> <div data-bbox="215 1211 630 1487" data-label="Image"> </div>	<p>FBC – An officer group was set up to produce an evacuation procedure. This included the Corporate Policy Officer, Emergency Planning, Environmental Health and Property</p> <p>IT - Several potential options were discovered including the fact IT can access our phone system as an intercom to advise us to evacuate.</p> <p>As yet this procedure has not been introduced.</p>
<p>Retirement of Key Employees</p> <p>There are two employees in key posts nearing retirement age who may wish to leave in the next 18 months.</p> <div data-bbox="280 1794 644 2056" data-label="Image"> </div>	<p>Corporate – In conjunction with Human Resources, appropriate succession planning is underway with actions including:</p> <ul style="list-style-type: none"> • one key officer operating alongside another staff member to pass over knowledge; • procedures being documented; • an early recruitment process initiated to engage a replacement before the other current employee retires. This allows the current post holder to assist with the selection process and have a decent handover period; • in addition, a member of the support team has taken up a temporary role in the relevant team and that post has been back filled.


Risk or Opportunity	Actions taken
<p data-bbox="178 286 754 353">General Data Protection Regulation 2018 (Update)</p> <p data-bbox="148 371 783 439">The General Data Protection Regulations came into force in May 2018.</p> <p data-bbox="148 456 783 586">Non-compliance brings risks of not delivering our customers' rights, reputational damage and ultimately fines and sanctions from the Information Commissioner's Office.</p> <p data-bbox="148 604 443 636">Democratic Services</p> <p data-bbox="148 654 783 752">There is an increased number of enquiries coming in which is having an impact on resources.</p> <p data-bbox="148 770 783 1003">One new process required under GDPR is for a Data Protection Impact Assessment (DPIA) to be used to evaluate risks to the rights and freedoms of data subjects that result from data processing. It is also used to help identify and minimise the data protection risks of a project. e.g. Ferneham Hall.</p> <p data-bbox="148 1021 430 1052">Coastal Partnership</p> <p data-bbox="148 1070 770 1370">The Coastal Partnership hold little personal data, so the risks are lower for the service. However, across the partnership a lot of data is held and there are numerous corporate policies across the 4 constituent authorities which need uniting to ensure a consistent approach for the partnership. There is also a need to make sure they are compliant with the different GDPR requirements of each authority.</p> 	<p data-bbox="810 273 1509 362">Democratic Services – The awareness programme of briefings and workshops around the new regulations has been completed.</p> <p data-bbox="810 394 1509 519">Democratic Services - A Monthly Information Management update is given to CXMT, which includes progress in developing the Information Asset register. A legal update is provided by the council's solicitor.</p> <p data-bbox="810 551 1509 609">Democratic Services - Notice of Key Decisions are presented 28 days before the Executive meeting.</p> <p data-bbox="810 627 1509 869">Democratic Services – DPIA template has been developed in conjunction with the Southampton City Council and is routinely completed for the new data systems (e.g. Single view of debt system), projects (e.g. Ferneham Hall) and new ways of working (e.g. external printing of annual council tax bills). The service completes the template, and this is scrutinised for data risks by the IT security officer, democratic services and the legal team.</p> <p data-bbox="810 887 1066 918">Coastal Partnership</p> <p data-bbox="810 936 1509 1178">Coastal Partnership – A new manager has been appointed with experience in data protection. The manager is taking a proactive role to getting a consistent end message to the people in the partnership and highlighting where there are differences required for each council. Protocols are then being developed and embedded around data control, version control and data security.</p> <p data-bbox="810 1196 1509 1254">This role is supported by an assigned person for each Council to lead on GDPR compliance.</p> <p data-bbox="810 1272 1509 1361">Coastal Partnership – The shared service agreement is being updated and reviewed by the 4 legal service teams to widen the sections on information security and GDPR.</p> <p data-bbox="810 1379 1509 1469">Coastal Partnership – Privacy notices on emails have been amended to clarify the contacts and website addresses for GDPR information relating to each council.</p> <p data-bbox="810 1487 1509 1545">Coastal Partnership – FBC information collection assessment completed and action plan developed.</p> <p data-bbox="810 1563 1509 1747">Coastal Partnership – Training plan in progress which includes GDPR topics in the fortnightly team talks. Regular bulletins to update the team are produced on topics such as Pa5sw0rd complexity, email signatures, tailgating, and data ninja techniques (data organisation for easy retrieval).</p> <p data-bbox="810 1765 1216 1796">Leisure and Corporate Services</p> <p data-bbox="810 1814 1509 1895">Corporate Policy – Assisting Ferneham Hall with the booking and mailing system. Once personal information has been used, it will be deleted.</p> <p data-bbox="810 1912 1509 2038">Corporate Services – E-Panel privacy statement introduced on sign up, stating how long and what will be used. An automatic weeding system will be set up to delete personal data on a rolling 5 years basis.</p> <p data-bbox="810 2056 1509 2087">Corporate Services - Citizen of Honour – a privacy</p>

Risk or Opportunity	Actions taken
	statement will be added to the Citizen of Honour form as only certain information can be retained.
<p>Active Asset Management (Opportunity)</p> <p>In order to maximise income from the Council's property portfolio, Property Services are expanding its approach to active asset management; particularly given that some long-term leases will be due for renewal in a few years.</p>	<p>Property Services – Improving working relationships with existing tenants. Offering both existing and new tenants incentives to sign up to a longer-term lease.</p> <p>Financial Services – Ensuring the financial viability of tying tenants into long term leases by running financial checks prior to the lease and at quarterly annual intervals.</p>
<p>Death of a Senior Royal (Update)</p> <p>The Council must follow a set protocol if we receive notification of the death of a senior royal.</p> <p>There is a risk that we may react when not notified via the official means i.e. social media / fake news story. The official process for the notification is from the Lord-lieutenant's office to the Chief Executive Officer. If in any doubt the source of notification would need to be verified before taking any action.</p> <p>Further actions have been taken since the last report.</p>	<p>Democratic Services – Hampshire wide protocol is now in place.</p> <p>FBC documentation and process to meet the protocol is also now complete and has been circulated to CXMT and relevant Heads of Service.</p>
<p>Clarification of Property Responsibilities for Housing Stock</p> <p>Following the movement of staff and changing of roles it was recognised that we need to be made sure all jobs needed in the Housing stock were being picked up and nothing was being duplicated.</p> <p>A number of these jobs relate to health and safety risks e.g. gas maintenance contract, maintenance of fire alarms.</p>	<p>Property Services & Fareham Housing –Several meetings held compiling a list of jobs Property Services currently did, what would stay with them and what would sit better in the Housing Team. There was then a gradual handover of these tasks.</p>


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

Risk or Opportunity	Actions taken
<p style="text-align: center;">Gas and Water Leaks in Council Owned Buildings</p> <p>There was a gas leak in the Civic Offices in March 2018. This was found during the routine daily inspections carried out by the facilities team. The leak was found to be from a pipe outside of the building which brings gas into the</p>  <p>building.</p> <p>There was a water leak in the Civic Offices in September 2018. This was discovered by the Facilities Team when the building was opened for the day. The leak had come from a Floor 7 toilet pipe and had started during the night and had flooded down the lift shaft. Carpets were damp, there was standing water in the basement, and various floors had ceiling and fire alarm damage. Two floors had to be fully</p>  <p>closed.</p>	<p>Civic Gas Leak</p> <p>Property Services – Called the Gas Board. They instructed them that as the Civic Offices is a commercial building it would need to be evacuated.</p> <p>Corporate – The decision was made to do a quiet and discreet evacuation on a floor by floor basis. This meant employees could gather belongings and go home in case the building was closed for a long period.</p> <p>Ferneham Hall was set up as the evacuation centre whilst the time frame for the repair was ascertained.</p> <p>Property Services – The Facilities Team opened the windows and doors to ventilate the building and reduce the risk further. The heating was turned off.</p> <p>External – The Gas Board responded and arrived at the Civic Offices quickly; they isolated the gas supply and then made the decision to allow staff back into building. They then repaired the damaged pipe and confirmed it was safe to turn the supply back on. The building was out of operation for 2 hours.</p> <p>Civic Water Leak</p> <p>Property Services – The Duty Officer was phoned at 7am, and it was decided to not let anybody in the building but move them to Ferneham Hall.</p> <p>Building Maintenance - Council Maintenance officers completed a quick fix on the broken water pipe until we could get plumbers in.</p> <p>Property Services – Lift engineers were already due to be in the building for servicing work so were asked to check the water implications instead and so confirmed the lifts were safe to use. Electricians were called to check electric and fire alarm safety which was confirmed to be safe.</p> <p>Property Services – Spent weeks drying out paperwork in the basement, including signed leases and deeds. These are now placed in plastic boxes to preserve these documents from future leaks.</p> <p>There are ongoing issues including with the old fire alarm system; the team are looking at a long-term fix which may be a whole replacement of the system.</p> <p>Osborne Clinic Leak</p> <p>Property Services – The Facilities Team arranged for a cleaning contractor to suck up the water. They also helped clear water for the tenant using brooms and de-humidifiers.</p> <p>Building Maintenance - Council responsive repairs officers fixed the leak.</p>


Risk or Opportunity	Actions taken
<p>Osborne Clinic Leak</p> <p>During a night in December 2018, a pipe burst in the kitchen in the Osborn Road Clinic which led to the ground floor being flooded.</p>	
<p>The New Draft Local Plan 2036</p> <p>There is a requirement to update the Local Plan every 5 years. The last FBC Plan was updated in 2017 which set 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 10 years more until 2036.</p> <p>Central Government has also since changed the goal posts as a result of notifying us of higher housing numbers to be delivered. (See risk below)</p> <p>There will therefore need to be a new Draft plan in place at the end of 2019.</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 was not technically correct. • Consultation was not adequate • We have not taken into consideration issues raised by the public. 	<p>Planning Strategy & Regeneration – Will again need to seek advice from 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 is able to have a more open discussion in this role than he could as an inspector.</p> <p>Corporate Services – Again the public will be consulted and we will share issues and options in the Spring 2019. The Consultation plan is being drawn up ready for execution. A new Scrutiny Panel is in place who will review the results of the consultation.</p> 
<p>Health and Safety Executive Contravention Letter (Update)</p> <p>The Council was selected for inspection by the Health and Safety Executive (HSE) 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 issued the Council with a notification of contravention. Failure to act on this could lead to the Council being prosecuted. The HSE also identified that there is the risk of whole body vibration for some roles.</p>	<p>Streetscene and Health and Safety Officer - Good progress has been made. Staff training, and health screening had been conducted, and relevant referrals made to Occupational Health. No current staff member currently found to have hand related issues.</p> <p>Streetscene and Health and Safety Officer - A programme of trigger testing has been introduced involving ad-hoc testing on sites. The machinery used is now subject to annual external inspections conducted by an external company.</p>
<p>Health and Safety risks arising from material left by Rough Sleepers</p> <p>The increase in rough sleepers in the borough has resulted in an increased volume of items of</p>	<p>Streetscene - A strict procedure is now in place to ensure that only items of no further use are disposed of.</p> <p>Staff will be onsite at these times. Police and enforcement will identify where items have been left. Any personal effects or items of value will be added to a notice, then</p>

Risk or Opportunity	Actions taken
<p>risk that need to be disposed of safely.</p> <p>Clean Borough Enforcement officers have historically disposed of belongings. However, the disposal of bedding and clothing can represent significant risk if contaminated with bodily fluids including blood.</p>	<p>subsequently taken to the Civic Offices for storage.</p> <p>Streetscene (with assistance from the Health and Safety Officer and Avalon) - An infectious waste procedure is now followed with these items. A contractor has been identified who will collect and dispose of items at risk of being classed as infectious.</p>
<p>Exclusive Rights of Burial (Update)</p> <p>The Council's Cemeteries service allows members of the public to purchase an Exclusive Right of Burial to plots of preference in FBC cemeteries. This right lasts for 30 years after which it can be renewed.</p> <p>There have been 3 incidents in recent years where Exclusive Rights of Burial plots have been used for other internments.</p>	<p>Streetscene – The burial service has undergone a Vanguard intervention, resulting in a different way of working.</p> <p>Streetscene - An audit is being conducted of all pre-purchased plots. An e-solution to the existing paper maps and current electronic graves system is under investigation.</p>
<p>Strengthening Income Collection Processes</p> <p>Recent Internal Audit reports of the Pest Control and Dog Control services have highlighted that control measures need to improve to recognise when income is due to the Council and to then collect and record it correctly.</p>	<p>Environmental Health – A mini vanguard intervention was instigated, which showed that although the customer was receiving a good service on the ground, changes could be made to operational processes to ensure that the right income and expenditure was being levied/incurred and accounted for. The fees in this area will increase from April to improve cost recovery.</p> 

Appendix C - Risks noted where further actions are still needed



Risk or Opportunity	Actions being taken
<p>Delays in Determining the Welborne Planning Application (Update)</p> <p>As highlighted in the September 2018 risk report, the determination of the Welborne Planning application remains a high risk for the Council as the timing of the determination will affect when the Section 106 (S106) agreement can be completed and when the works on site can start.</p> <p>In particular it affects when the work to Junction 10 of the M27 can commence. This concern has recently been reiterated by Hampshire County Council as scheme promoters, due to the potential impact on funding streams which need to be used by March 2021 and the timescales that they have been set for the Smart Motorway programme.</p> <p>Delays to starting the build on site also mean more planning applications for housing elsewhere in the borough will be received which will be difficult to defend.</p> <p>Actions previously highlighted to mitigate the risk have been successful in that in December 2018 the majority land owner and master developer for the Welborne Garden Village submitted an updated planning application which is currently undergoing the next stages of determination. However, no site viability report has yet been included in the submission to allow the determination to be fully completed.</p> <p>Further actions being taken to manage this risk are listed here.</p>	<p>Welborne Strategy – Work on the planning conditions and the S106 agreement continues to be twin tracked where possible to minimise the delay between the planning permission being granted and the S106 agreement being drawn up.</p> <p>Development Management – Strategic issues to be resolved and operational work that needs completing were identified and ‘Rag’ rating used so the top issues can clearly be seen. Most are likely to have been addressed in the updated application and the service is currently working through these.</p> <p>Development Management – Meetings now being held twice weekly with the master developer to work through the detail of what the clauses and triggers may now need to be included in the Section 106 agreement.</p> <p>Welborne Strategy – An engagement programme for members of the Planning Committee has been developed which will be delivered when the planning application determination is nearing decision.</p> <p>Democratic Services – The Committee team have been briefed and are ready to call a special meeting of the Planning Committee when the service is ready.</p> <p>Development Management – The service is regularly engaging with the statutory consultees and discussing any concerns they may have.</p> 
<p>Managing the Implications of the Welborne Planning Application (Update)</p> <p>As highlighted in the September 2018 risk report, the outcome of the planning application determination will have significant implications for the infrastructure and green space that is included in the Welborne Garden Village and how it is managed. The most significant risks associated with the process, which are interrelated, are:</p> <ul style="list-style-type: none"> • Delivery of the Infrastructure whilst maintaining Viability of the Scheme • Delivering Junction 10 of the M27 • Delivering Affordable Housing 	<p>Delivery of the Infrastructure whilst maintaining Viability of the Scheme</p> <p>Corporate – Negotiations are being held between Council representatives and Senior parties from the Land Owner and Master Developer to make sure the benefits from the development of the site are achieved. Experts in the field have been engaged to advise on these discussions, and legal services are advising on possible options available.</p> <p>Delivering Junction 10 of the M27</p> <p>Hampshire County Council have taken on the role of the scheme promoter for junction 10 and are chairing a bi-monthly steering group involving representatives from all interested parties including consultants engaged by HCC to deliver the smart motorway scheme, the</p>


Risk or Opportunity	Actions being taken
<ul style="list-style-type: none"> Stewardship and Maintenance Obligations Delivery of placemaking requirements Medium and Long-term impact on Service Provision of the new development <p>Further actions being taken to manage these risks are provided.</p>  <p><small>The area on this diagram coloured green is the land that Farnham Borough Council intend to turn into housing and industry.</small></p> 	<p>Department for Transport (DfT) and Highways England. The group has been set up to confirm the design meets the needs of all parties.</p> <p>A portion of the DfT funding towards the junction has been released to help fund the revenue costs being incurred by HCC to develop the proposed solution.</p> <p>Welborne Strategy – The team are continuing to work with the Ministry of Housing, Communities & Local Government (MHCLG) to secure assistance from the Housing Infrastructure Fund (HIF) for the junction, and to understand the terms and conditions of this funding and the options available to FBC on how it can be used.</p> <p>Delivering Affordable Housing</p> <p>Welborne Strategy – Reports have been commissioned to provide up to date data on what the housing needs of the borough are, compared to what the original policy position was, to ensure that the right mix for the community is agreed.</p> <p>Stewardship and Maintenance Obligations</p> <p>Corporate – The developer submitted a draft stewardship proposal, based around a Residents Trust governed by a multi-party Management Board. The proposal has been debated by senior managers. A report will be presented to members on the possible Council roles, liabilities and risks of the proposals</p> <p>Welborne Strategy – A visit is being organised from representatives of an operational Garden Cities from elsewhere in the UK, to learn the lessons from the model they used.</p> <p>Legal Services – The legal team are providing advice on the proposals and will advise on how these have been drafted into the Articles of Association for the Trust when submitted by the developer.</p> <p>Delivery of placemaking requirements</p> <p>Welborne Strategy – The terms of the Council's Placemaking commission were changed to allow the design consultants to also work with the Master Developer in achieving a vision that would meet the needs of both parties. This helped build up the working relationship and resolve potential conflicts.</p> <p>Welborne Strategy – The Master Developer is submitting a suite of design codes for approval by the Local Planning Authority, starting with a Strategic Design Code for the whole development. This approach is endorsed by Homes England. The Development Management team have limited experience of using Design Codes to manage development and as a result the design consultants have been further engaged to train FBC staff and work with the Master Developer to produce the Strategic Design Codes to ensure that placemaking is embedded for the next 20 years.</p> <p>Medium and Long-term impact on Service Provision of the new development</p>

Risk or Opportunity	Actions being taken
	<p>Welborne Strategy / Finance – An initial assessment has been carried out of the potential impact on FBC services of the following:</p> <ul style="list-style-type: none"> • Increase in population • Increase in households • Increase in affordable housing • Increase in employment space • Increase in infrastructure • Increase in countryside and open space • Increase in the general public realm • Services not provided for in the plan <p>A series of discussions is now being held with service managers to expand this assessment.</p>
<p style="text-align: center;">Air Quality Directive (Update)</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>The new directive required the Council to undertake a number of activities to achieve compliance by 2021. 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>The actions the Council was taking to ensure compliance with the directive were detailed in the March 2018 report. Further actions taken since that report are highlighted opposite.</p> 	<p>Environmental Health – Successful bids for funding of £750,000 were submitted which have been used to:</p> <ul style="list-style-type: none"> • Compile ANPR (Automatic Number Plate Recognition) traffic survey data • Carry out Air Quality modelling • Carry out Options Appraisal and consultation <p>Environmental Health – In September 2018 a “Let’s clear the Air Together” publicity campaign and Air Quality Consultation were launched asking for feedback on 11 draft proposed measures.</p> <p>Environmental Health – A fully considered action plan (Outline Business Case) was submitted to DEFRA by the required deadline of end of December 2018 which identified the four preferred measures to deliver compliance in the shortest time.</p> <p>Environmental Health – Officers have met the DEFRA account manager in the Joint Air Quality Unit to discuss the four measures that have been submitted and we are likely to now receive a directive to deliver these measures using funding provided.</p> <p>Environmental Health – Officers will manage the <i>Taxi Incentive Scheme measure</i>, aiming to incentivise the replacement of older diesel taxis with hybrid / electric vehicles by offering 5 years free taxi licensing and monetary contributions towards insurance and servicing. Early measures grant funding has been received for this measure and will be matched as expenditure is incurred.</p> <p>Corporate – The Air Quality Strategic Member led working group and Technical Officer group will continue to work towards the three measures that are deliverable by Hampshire County Council.</p> <p>These are:</p> <ol style="list-style-type: none"> 1) replacing bus stops in the area with real time information bus stop to encourage more bus use. 2) building upon and increasing / improving cycling infrastructure in the area; and 3) introducing intelligent traffic lights at the Quay Street entrance to the Market Quay junction.
<p style="text-align: center;">Portchester Recreation Ground Flooding Risks (Update)</p>	<p>Coastal Partnership – Continued liaison with a local developer who, as part of the business case for attracting Grant in Aid, will need to contribute</p>

Risk or Opportunity	Actions being taken
<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. 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. This rises to 662 residential and 141 commercial properties at risk by 2115 if defences are not put in place.</p> <p>Funding Risks</p> <p>Due to a bid in October 2017, technical approval has been secured from the Environment Agency for a £10m scheme. However, for funds to be released a Section 111 agreement needs to be signed by Portsmouth City Council, Fareham Borough Council and the Developer. The agreement allows for money to be released to Fareham to use in tranches.</p> <p>If the agreement is not in place to secure the contributions from the developer then the public funding will not be released. In the meantime, there is the risk that the developer may explore other development opportunities other than residential.</p> <p>Delays have now meant that work will not begin on site until Spring 2021 at best, due the need to protect overwintering birds.</p> <p>There is also the risk that the funding formula could change before work starts. Currently the flood defence grant rules do not take account of local businesses, heritage, economics, tourism and growth and do not follow the same housing expectations as other parts of Government.</p> <p>Without the private developer funding the scheme is unlikely to proceed within the current funding formula. The initial phase of work will reduce the risk for 15 years but future phases are anticipated where further business cases for more funding to upgrade or replace certain parts of the frontage will need to be prepared to secure additional public funds. The remaining frontages will reach the end of their serviceable lives in 15 years and 30 years, all in the face of climate change pressures and rising sea levels.</p>	<p>significantly to the cost of the scheme outside of its development area.</p> <p>Coastal Partnership - The agreement is still in negotiation with the developer and Portsmouth City Council. The partnership is helping to shape and steer this project.</p> <div data-bbox="895 548 1449 960" data-label="Image"> </div> <div data-bbox="874 1220 1490 1659" data-label="Image"> </div>

Risk or Opportunity	Actions being taken
<p style="text-align: center;">Works needed to the Civic Offices</p> <p>Given the age of the Civic Offices there are a number of works that need to be completed, including to the industrial plant on the roof, to ensure the building continues to be operational for FBC staff and tenants of the building.</p> <p>For example: There are 6 inverters on the Civic Offices roof; one was replaced in early 2018 but the other 5 are beyond their life expectancy. They all serve half a floor each and dictate where air is circulated. If one fails there will be no heating or cooling to half a floor and it will put additional pressure on the remaining inverters. However, to wholly replacing the plant on the roof would be expensive and intrusive and may not be the best solution for future designs of the offices.</p> <p>There is also work needed to improve customer confidentiality on the ground floor, as flagged up in the last risk report.</p> <p>Any failure of the lifts also needs to be avoided due to the impact it has on the operation of the building.</p> 	<p>Property Services – A list of required works has been created, which includes building refurbishment (internal and external) and Ground Floor proposals.</p> <p>Priorities in the list are flagged and regularly reviewed.</p> <p>Corporate – Sums have been allocated in the Capital Programme over the next 3 years for the Civic Offices Improvement Programme. Lighting project scheduled for 2019/20.</p> <p>Property Services – Replacing the inverters when they start to show signs of failure.</p> <p>Property Services – Implemented a temporary cooling solution for Summer 2018 which was fully utilised during the heat wave. This consisted of a temporary external air conditioner and cooler held next to the Civic Offices.</p> <p>Property Services – On-going maintenance and servicing programme implemented, and contingency planning considered throughout; e.g. when belts are replaced the old one is kept so can be used if one fails and a replacement has to be ordered.</p> <p>Corporate – A team is to be convened to gather information on the changing and conflicting needs of all users of the ground floor reception area.</p>
<p style="text-align: center;">Possible changes to the calculation of housing need (Update)</p> <p>The National Planning Policy Framework (NPPF) requires Local Planning Authorities to identify and update annually a supply of specific deliverable sites to provide five years supply of housing against their housing requirements. The NPPF also requires an additional buffer of 5% (or 20% in the case of persistent under-delivery) to ensure choice and competition in the market for land.</p> <p>In September 2017, the Government published a document called ‘Planning for the right homes in the right places: consultation proposals’. The document proposed an introduction of a standard method for calculating local housing need.</p> <p>The new standard method is based on household growth projections and house-price to earnings affordability data published by the Office for</p>	<p>Planning Strategy and Regeneration – Planning Committee were updated on the implications of the new calculations in December 2018, and the new need to be aware of this when making decisions on planning applications.</p> <p>Planning Strategy and Regeneration – FBC have identified sites to fulfil our need as derived by the standardised formula devised by Government. The difficulty is in policy and some authorities not being able to deliver their ‘need’. Fareham’s neighbouring authorities present a real risk in shortfall of as it is likely we will have to pick up the shortfall from Portsmouth and Gosport.</p> <p>Planning Strategy and Regeneration - The Head of this service is currently seconded to PUSH for an interim 3 months to coordinate the Hampshire Housing Deal and seek agreement on strategic issues and a comprehensive approach to employment and housing.</p> <p>Corporate – The Council has petitioned Central Government.</p>

Risk or Opportunity	Actions being taken
<p>National Statistics (ONS).</p> <p>In September, the Office for National Statistics published new household growth projections for each local authority in England. The new projections are 2016-based and update the previous 2014-based projections that were previously being used which reduces some of the impact of the new method. However, there remains a requirement in the revised NPPF to include at least a 5% buffer on top of the 5-year housing requirement, which is calculated through the Housing Delivery Test. Based on the Housing Delivery Test guidance that is available, there is considered to be a very strong likelihood that this Council will be required to apply a 20% buffer on its 5-year housing requirement.</p> <p>This will increase this Council's annual requirement from 503 to 575 dwellings per annum. This would equate to a housing land supply at Fareham of 4.3 years (a shortfall of 386 dwellings) up to 31st March 2023.</p> <p>The Government are consulting on adjustments to the new standard method used to calculate Local Housing Need, following publication of the new household growth projections on 20th September 2018. If implemented these adjustments will further increase the Council's housing requirements, above that arising from the Housing Delivery Test.</p>	<p>Corporate - Expectations of the affordable housing provision are needing to be managed.</p> 
<p>Resources and Waste and Recycling Strategy</p> <p>In December 2018, the Department for Environment, Food and Rural Affairs (DEFRA) launched a policy "Our Waste, Our Resources: A Strategy for England". This sets out how we could preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy in England.</p> <p>The policy is currently out to consultation and the impact is not yet known. The biggest impact for the Council is likely to be the compulsory introduction of separate food waste collection. There are also some key messages on increasing plastic recycling.</p> <p>The Strategy indicates that funding will be made available to help with up front transition costs and ongoing operational costs.</p>	<p>Streetscene – A briefing paper is being produced on the content of the Strategy for members.</p> <p>Streetscene – The service is following the discussions and outcomes arising from the consultation. More detailed papers are awaited from DEFRA.</p> 
<p>On Street Parking</p> <p>Notice has been served by Hampshire County Council of the intention to terminate the on-street</p>	<p>Corporate – Senior officers have met to discuss how to deal with the issues going forward and agree a communication plan for employees and members.</p>

Risk or Opportunity	Actions being taken
<p>parking enforcement agreement in place between themselves and Fareham Borough Council, with effect from April 2020.</p> <p>This represents risks on several fronts with the Council losing control of local on-street parking arrangements. For example: a) there is the potential for visitors to Fareham seeing parking meters introduced in areas where we currently do not charge for parking and b) Residents Parking schemes may be significantly changed.</p> <p>Staffing requirements will also have to change, and this will need to be handled in compliance with employment legislation.</p>	<p>Corporate – Specific projects that were in the ‘Opportunities Plan’ will now be merged and become a high priority project for delivery by the Project Team, to look at opportunities to mitigate the impacts of this change. The scope of the review will be agreed and will include strategic consideration of what we wish to achieve from our parking and enforcement strategy in terms of encouraging behaviours and the significance of income generated. A report is being prepared for the March Executive, to seek a review of the parking service.</p> <p>Corporate Services – A communication plan will be devised to keep the public informed of the changes in the responsible Councils.</p> 
<p style="text-align: center;">Updating the Asset Management Plan (Update)</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>Public Conveniences</p> <p>The Council’s public conveniences may need some investment as there is only one facility considered to be “outstanding”. There is also the potential problem that Fareham does not offer “Changing places toilets” (enhanced accessible toilets with changing facilities) whilst other Local Authorities are introducing them. There is also the potential that the Government will abolish business rates for public toilets.</p>	<p>Property Services – Progress is being made in producing a new 10-year Asset Management Plan. In particular identification of work needed to Civic Offices (as above)</p> <p>Finance and Audit – Joint audit to verify that responsibilities for inspection of all the Council assets, including public areas, are clear, had been progressing.</p> <p>Public Conveniences</p> <p>Streetscene – Condition survey of public toilets still being planned.</p> <p>Streetscene - Ideas have been submitted to reduce/remove some facilities as a saving measure.</p> 
<p style="text-align: center;">Impact of Environmental Health Legislative Changes</p> <p>The Food Standards Agency (FSA) are working</p>	<p>Environmental Health – Keeping up to date with developments and considering the impacts on the service.</p>

Risk or Opportunity	Actions being taken
<p>on changing the food regulatory system in anticipation of the impact of the UK leaving the European Union. This may lead to a reduction in routine inspection work and changes in professional guidance which could have an impact on the achievability of the Inspection Programme.</p> <p>Houses of Multiple Occupation are now licensable, and new charges have been introduced which will be a new area of work for Officers.</p> <p>Changes are being introduced in the criteria for Dog boarding licensing which will lead to an increase in the number of licences to be issued.</p>	<p>Officers have been trained and a restructure in 2018 enabled an additional neighbour liaison officer to be employed to help with the overall workload whilst also delivering savings overall.</p> <p>A vacant post is being temporarily filled to enable this work to be undertaken and the ongoing impact to be assessed.</p> 
<p>Uncertainty around the Impact of Brexit</p> <p>As central government works to secure a deal with the European Union (EU), local government needs to undertake planning and preparations to maximise the opportunities arising from Brexit as well as to mitigate any adverse impacts that may arise from the agreed deal or a potential “No Deal” scenario.</p> <p>The Ministry of Housing, Communities and Local Government will be providing a small amount of funding to help with preparation costs.</p> <p>Particular impacts that need to be considered are:</p> <ul style="list-style-type: none"> • the effect of any delays occurring at border areas (including sea ports) on the local road infrastructure; • the potential effect on EU nationals in the workforce of the Council, its partners and significant supply chains; • any potential problems with goods and materials flow in supply chains (and commissioned services); • ICT and data hosting arrangements the Council has in the EU; • impact of any changes in the economy to the viability of local businesses. 	<p>Corporate – The Council is actively participating in the Local Resilience Forum to produce a co-ordinated plan to respond to any short-term impacts from an exit from the EU.</p> <p>Corporate – A Senior Manager has been appointed to lead on the Council’s response. The manager will lead on assessing the potential longer-term risks and opportunities for the Council and any actions that are needed, as the changes progress.</p> <p>Corporate – Senior Manager and member engagement with the Local Government Association and Ministry of Housing, Communities and Local Government.</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><u>Featured</u></p> <p>The New Draft Local Plan 2036</p> <p>Possible changes to the calculation of housing need (Update)</p> <p><u>Others Discussed</u></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>Portchester - Commercial study to look at investing in this area if it could be opened as a development site.</p> <p>Further housing needs impact on the parking strategy</p> <p>The Masterplan for the Civic Quarter is now a corporate objective covering a refurbished Ferneham Hall, coordinating the parking provision going forward. Survey work is ongoing to help mitigate risks such as satisfying the parking need and remodelling the Cultural Quarter with no surprises of what we might find beneath the ground.</p> <p>Stubbington Bypass implications for the Strategic Gap</p> <p>Daedalus Plan - working corporately to test outcomes if the market changes.</p> <p>M27 J11 - Issues with the site promoter before Welborne was factored in. A logistics study could be needed to identify where along the whole of the M27 corridor, warehouses and Trading Estates could logically fit.</p> <p>Difficulty in recruiting experienced planners especially at peak times such as changes to legislation or a recession – use of golden handshakes</p>
Environmental Health & Parking	<p><u>Featured</u></p> <p>Daedalus 75 - Safety Advisory Group role in Special Events</p> <p>Loss of Key Employee</p> <p>Strengthening Income Collection Processes – for Dog control and pest control income – internal audit findings</p> <p>Compliance with Air Quality Directive (Update)</p> <p>Changes to on-street parking enforcement arrangements</p> <p>Impact of legislative changes proposed for:</p> <ul style="list-style-type: none"> • Food Safety work • Houses in Multiple Occupation • Animal licensing <p><u>Others Discussed</u></p> <p>Risks associated with the change of the partner management structure on the Environmental Health Partnership</p> <p>New arrangements with Portsmouth to administer FBC Disabled Facilities Grants (DFG)</p> <p>New arrangements with Parity Trust for Home Improvement Loans</p> <p>Non-completion of Food inspections</p>

Service Manager (s)	Subjects discussed
Street Scene	<p><u>Featured</u></p> <p>Succession planning for retirement of key officer.</p> <p>Health and Safety Executive Contravention Letter (Update)</p> <p>Health and Safety risks arising from material left by Rough Sleepers</p> <p>Further actions taken to mitigate problems with Exclusive Rights of Burial (Update)</p> <p>Resources and Waste and Recycling Strategy</p> <p>Public Toilets Asset Management Plan</p> <p><u>Others Discussed</u></p> <p>Grass cuttings at Junctions – increased expectation that this is done at night by the Highways authority.</p> <p>Health screening for noise, dermatological and respiratory problems in Grounds Maintenance staff.</p> <p>Improving administration of Sports pitch bookings</p> <p>Improving Hedge Cutting Capacity and Service</p> <p>Risks of vulnerabilities in refuse collection across the borough as expansion cannot always be absorbed by current rounds - this is a high-profile service.</p> <p>Zero based budget Refuse and Recycling round rebalancing exercise</p> <p>Opportunity of charging developers for both refuse and recycling bins for new properties – developers are now charged for this service.</p> <p>Managing the risk of increased disposal costs for Trade Waste.</p> <p>Changes in recycling markets and government targets – a new textiles contract now in force, the outcome is better than anticipated for year one, the rates can be adjusted for the remaining three years of the contract.</p> <p>Reduction in HCC funding for grass cutting – funding received is sufficient for 5 annual cuts only. Fareham conduct around 13, the cost accepted and approved by Members.</p> <p>Travellers incursions on parks and open spaces – measures are in place in locations of high risk, however travellers will return and find a way to compromise these measures.</p> <p>Health and Safety risks in play areas – gate reports seem to have concluded. The only remaining risk is the number of play areas that are adopted.</p> <p>Financing of the Vehicle replacement programme and compliance with the new procurement rules</p> <p>Problems with the fuel system – new system has been introduced that returns figures each month, which can then be easily reconciled.</p> <p>Titchfield Country Park – an additional 15 hectares to manage, no increase in the number of Countryside Rangers.</p>
Leisure and Corporate Services	<p><u>Featured</u></p> <p>Daedalus 75 event</p> <p>Ferneham Hall Redevelopment</p> <p>GDPR Processes including E Panel privacy</p> <p>Management of Health and safety at Community Centres</p> <p>Process for Suspect Packages</p> <p>Customer Confidentiality on the Ground Floor (Update)</p> <p><u>Others Discussed</u></p> <p>Managing in accurate or inappropriate Comments to the media where FBC has no control e.g. Anti Welborne</p> <p>Election venue – responsibility with the Chief Executive Officer</p>

Service Manager (s)	Subjects discussed
	<p>Community Grant funding – only one handed back because it had not been used within 6 months. All now audited, rather than a %.</p> <p>Project to reduce the quantity of post</p> <p>Fareham Leisure car park – need to revisit the kerbs layout and number of parking spaces.</p> <p>Problems with kit in Play areas.</p> <p>New policy for staff benefits at Ferneham hall</p> <p>Cash security at CSC</p> <p>Abuse of CSC staff and lone working arrangements – use of solo protect</p> <p>Health and Safety of staff at public consultation events. Includes risk assessment prior to trying out a new venue. Mitigate on day also – where necessary. Do not host at sports club.</p> <p>Managing the risk of flawed equality advice provision – keep up to date with latest legislation and guidance. Sign up to all forums, get legal to review Equality Impact Assessment.</p>
Democratic Services	<p><u>Featured</u></p> <p>Preventing New Procurement Rules allowing Maverick Spend - Implementation of new procurement process – mitigating risks of maverick spend or increased supplier costs.</p> <p>Preparation for the death of a Senior Royal – ensuring notification by official means</p> <p>Freedom of Information requests – guarding against challenges and ultimately fines.</p> <p>General Data Protection Regulation 2018 including use of DPIA</p> <p>Venue for Election Count</p> <p><u>Others Discussed</u></p> <p>Risks of having an inaccurate electoral register – the improvements made greatly increase the accuracy of the register</p> <p>Risk of an Election or Referendum including risk of threats during the count or at polling stations and having to relocate a polling station. Risk register in place.</p> <p>Contracts not being managed properly – documents not all filed in the contracts store, procurement to take on contract management from Estates team</p> <p>Brexit – potential election or referendum at short notice</p> <p>Scrutiny panels replacing PDR panels – risk that these don't have the desired improvement.</p>
Coastal Partnership	<p><u>Featured</u></p> <p>Coastal Partnership Health and Safety</p> <p>Reducing the Impact of IT Migration on the Coastal Partnership including on-going business continuity arrangements.</p> <p>Marketing and selling services to be resilient as a partnership.</p> <p>GDPR compliance across the 4 constituent councils</p> <p>Portchester Recreation Ground Flooding Risks (Update)</p> <p><u>Others Discussed</u></p> <p>Risks posed from landfill sites in a harbour area – raising the profile nationally including the Local Government Association Perils Interest Group</p> <p>Hill Head – Now complete</p> <p>Recruitment and Sustainability - New Assurance team.</p>
Property	<p><u>Featured</u></p>

Service Manager (s)	Subjects discussed
Services	<p>Active Asset Management (Opportunity)</p> <p>Clarification of Property team responsibilities in Housing properties</p> <p>Gas Leak – Civic offices</p> <p>Water Leak – Civic offices</p> <p>Water Leak – Osborne Clinic</p> <p>Works needed to the Civic Offices including anticipating equipment failure e.g. cooling system</p> <p>Customer confidentiality – ground floor</p> <p>Updating the Asset Management Plan</p> <p><u>Others Discussed</u></p> <p>Contaminated land management at Daedalus</p> <p>Maintaining Fire Risk Assessments in high risk buildings and in leased buildings</p> <p>Maintaining the physical fabric of the investment to make it continue to be attractive to incoming tenants when the market is difficult</p> <p>Debt Recovery for non-payment of rents by tenants</p> <p>Management of property deeds</p>
Welborne Strategic Lead	<p><u>Featured</u></p> <p>Determining the Welborne Planning Application</p> <p>Managing the Implications of the Welborne Planning Application including:</p> <ul style="list-style-type: none"> • Delivery of the Infrastructure whilst maintaining Viability of the Scheme • Delivering Junction 10 of the M27 • Delivering Affordable Housing • Stewardship and Maintenance Obligations • Delivery of placemaking requirements • Medium and Long-term impact on Service Provision of the new development <p><u>Others Discussed</u></p> <p>Twin tracking the signing of the planning permission conditions and S106 agreement with the 'resolution to grant' planning permission by the Planning Committee – new territory as not approached in this way before.</p> <p>Managing the approach to determining a planning application of this size.</p> <p>Hampshire County Council Highways Team resources could be prioritised elsewhere in the County and not assigned to the Welborne application work.</p> <p>Council achieves appropriate consideration for the cottages purchased in advance of the development.</p> <p>Specific elements of the planning determination: Schools, utility provision, health and well-being provision, rail halt, provision of passivhaus and custom and self-build housing.</p>