

FAREHAM

BOROUGH COUNCIL

Report to Audit and Governance Committee

Date: 23 March 2020

Report of: Deputy Chief Executive Officer

Subject: RISK MANAGEMENT MONITORING

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 policy.

The Audit and Governance Committee's area of responsibility for Risk Management includes:

- a) to monitor the effective development and operation of risk management in the Council.*

RECOMMENDATION

It is RECOMMENDED that the Audit and Governance 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 F) 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 November and December 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 Building Control (JS) Head of Building Repairs and Maintenance (KW) Head of Housing and Benefits (CN) Head of Finance and Audit (EH) Welborne Strategic Lead (SW) Affordable Housing Strategic Lead (RL) Managers from Human Resources and ICT	Director of Leisure and Corporate Services (LA) Web and Social Media Manager (MP) PR and Marketing Manager (JL) Leisure and Community Manager (EW) Customer Service Manager (AR) Head of Environmental Health (IR) Head of Street Scene (MB) Head of Democratic Services (LU) Head of Coastal Partnership (LC & JR) Head of Property Services (GH) Welborne Strategic Lead (SW) Planning Strategy Manager (GW) <u>Postponed to Next Cycle as change of post</u> Economic Development and Regeneration Strategic Lead (CB)

4. Additional discussions were held with other Senior Managers on specific risks, where they were the lead officer for the risk being documented.

STRUCTURE OF THE EVIDENCE GATHERED

5. Detailed notes were taken of each discussion. The topics of the discussion are listed in Appendix A. Examples were then taken from the discussions for use to demonstrate that risk management activity is happening. These are summarised in the other appendices using 3 evidence themes of:
 - (a) Appendix B - Risks where action is *still needed*
 - (b) Appendix C - New actions taken *reacting* to risks or incidents
 - (c) Appendix D - New actions taken *anticipating* risks or opportunities

6. 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: Detailed List of Risks and Actions covered in the Manager Discussions

Appendix B: Risks noted where further actions are still needed

Appendix C: Examples of Actions Taken REACTING to Risks or Incidents

Appendix D: Examples of New Actions Taken ANTICIPATING Risks or Opportunities

Appendix E: Examples of Actions Taken REACTING to Risks or Incidents (CONFIDENTIAL APPENDIX)

Appendix F: FBC Risk Management Policy

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

Service Manager (s)	Subjects discussed
Leisure and Corporate Services	<p><u>Featured</u></p> <p>New Community, Arts & Entertainment Venue (UPDATE)</p> <p>Compliance with Website Accessibility Legislation</p> <p>Managing Fake News</p> <p>Loss of IT systems</p> <p>Protestors and Media coverage at council locations</p> <p>Suitable Venues for Election Count (UPDATE)</p> <p>Community Building Review</p> <p>Responding to the Climate Change Agenda</p> <p><u>Others Discussed</u></p> <p>Ensuring adequate consultation on the Local Plan</p> <p>Managing public relations over issues arising in the year (e.g. delay in Daedalus open space)</p> <p>Managing disruption at public consultation events</p> <p>Disgruntled customers in the building</p> <p>GDPR and Online Forms</p> <p>Management of the Fareham Heathens pavilion</p> <p>Members of the public/ tenant customers</p> <p>Achieving the vision for the Access all areas events</p> <p>Project risks for the VE day event</p> <p>Community Grants and Youth activity fund achieve their vision</p> <p>Migration of websites into the cloud</p> <p>Maximising communication of deceased person notifications</p> <p>Print and post project – maximising outgoing post reductions</p> <p>Risk of the CSC safe failing</p>
Environmental Health & Parking	<p><u>Featured</u></p> <p>Responding to the Air Quality Directive</p> <p>Transfer of On Street Parking</p> <p>See Confidential Appendix</p> <p>Impact of Loss of Uber Licence in London</p> <p><u>Others Discussed</u></p> <p>Managing impact of loss of Licensing Manager and failure to recruit</p> <p>Community Safety capacity issues within the team due to vacant post</p> <p>Capacity Issues in Partnership versus internal control expectations</p> <p>Environmental Health Partnership risk if Gosport BC choose not to continue when contract up for renewal. Impact of Portsmouth CC management of Gosport BC.</p> <p>Osborne Road Multi Story Car park structure – On going inspection regime and potential loss of income if need to replace it</p> <p>Town Centre patrols to deal with begging risks and use of car parks by the homeless.</p>

Service Manager (s)	Subjects discussed
	<p>Food Standards Agency – Big companies self-auditing proposal now watered down. There have been changes but these appear to be sensible and are working</p> <p>Dog boarding – Changes to the law causing additional work but appear to be working</p> <p>HMO Licensing – Rules around 2 or more families living in a property. Not identified lots more families that need licencing which was in line with expectations</p> <p>DFG/Land Charges – Currently not added to LC register but this will be done in future</p> <p>Parity Trust Home Improvement Loans – new process working in that applications coming in and the funds look healthy.</p>
Street Scene	<p><u>Featured</u></p> <p>Workforce fit to Work</p> <p>Pedestrian Access at the depot</p> <p>Littering on Motorway junction</p> <p>Implementing the Governments Waste and Recycling Strategy (UPDATE)</p> <p>Impact of HCC Waste Management Changes</p> <p><u>Others Discussed</u></p> <p>Addressing risk of Loss of Knowledge and Resilience in the team</p> <p>Impact of new housing developments, including Welborne, on waste collection service</p> <p>Waste collection round rebalancing</p> <p>HGV driver recruitment and retention</p> <p>Problems with refuse vehicle access in new developments</p> <p>Impact of the change in Hedge Cutting provision</p> <p>Additional controls introduced to manage exclusive right of Burial</p> <p>Review of Cemeteries fees and charges (to maximise income)</p> <p>Maintenance standards in public toilets</p> <p>Financing the Vehicle replacement Programme</p> <p>Resource impact of adopting additional land around the borough</p>
Democratic Services (and ICT)	<p><u>Featured</u></p> <p>New Community, Arts & Entertainment Venue (UPDATE)</p> <p>Implementing Canvass Reform</p> <p>Preventing the New Procurement Rules resulting in inappropriate spending behaviours (UPDATE)</p> <p>Robust Data Storage Solutions</p> <p>Loss of IT systems</p> <p>Unscheduled Elections & Referendums</p> <p>Suitable Venues for Election Count (UPDATE)</p> <p>Maintaining the Quality of decision making (UPDATE)</p> <p>Finalising the Welborne Planning Application (UPDATE)</p> <p><u>Others Discussed</u></p> <p>Local Government Boundary Review – due by 2024. The volume of new builds within certain areas of the borough has resulted in an imbalance in the electorate across the wards.</p> <p>Legal Contract – due for renewal March 2021</p> <p>Freedom of Information (UPDATE) – Vanguard review underway, 863 responses provided in</p>

Service Manager (s)	Subjects discussed
	<p>18/19</p> <p>GDPR (UPDATE) – We have completed several Data Protection Impact Assessments, and these are now an ongoing embedded part of proceedings.</p> <p>Preparation for death of a senior royal. (UPDATE) – Protocol in place.</p>
Coastal Partnership	<p><u>Featured</u></p> <p>The North Solent Shoreline Management Plan (NSSMP)</p> <p>Climate Change Champions- Trying to instil a healthy coastline.</p> <p><u>Others Discussed</u></p> <p>Partnership risk register is available and reviewed quarterly. All key Service and Partnership related risks are included.</p> <p>The Environment Agency 6-year allocation for flood defences finishes in 20/21. If there will be another 6-year announcement no one really knows. The floods in Doncaster have kept flood risk on the political agenda. We are waiting for the spending review to see what happens next. The risk is a lot of our coastline is habitat protection. The Government's mission is to save people's lives and property.</p> <p>The Geomatic Service – Purchased 2 x drones for aerial photography and surveys which has resulted in saving an immense amount of man hours. E.g. 15-minute drone surveys used to take a 2-man team a couple of hours.</p> <p>Tidal exchange on Hook Lake. FBC do not have to contribute. Solent Breezes is on the corner of this site. Update – awarded grant to complete a Habitat creation study. We will be claiming the grant up front and delivering over the next two years as part of the Habitat Compensation programme.</p> <p>Beach Management Plan - waiting for the final outputs to be decided. This will not be a capital bid.</p> <p>New shared service agreement - The current agreement is April 2012. This has been updated and is just being signed off by the legal teams. The point of interest is that it has a new clause that an internal annual partnership audit can be conducted by one of the Partnership Authorities as well as the annual financial protocol audit conducted by PCC.</p> <p>GDPR - Cyber online training sessions for all staff.</p>
Property Services	<p><u>Featured</u></p> <p>New Community, Arts & Entertainment Venue (UPDATE)</p> <p>Maintaining Rental Streams from Properties</p> <p>Infrastructure Funding Review</p> <p>Layout of Civic Offices Ground Floor (UPDATE)</p> <p><u>Others Discussed</u></p> <p>Activists at Daedalus</p> <p>Asset Management</p> <p>Landlord vs Tenant Obligations</p>
Welborne Strategic Lead	<p><u>Featured</u></p> <p>Finalising the Welborne Planning Application (UPDATE)</p> <p>Managing the Implications of the Welborne Planning Application including: (UPDATE)</p> <ul style="list-style-type: none"> • Delivery of the housing requirements whilst maintaining Viability of the Scheme • Delivering Junction 10 of the M27 • Stewardship and Maintenance Obligations

Service Manager (s)	Subjects discussed
	<ul style="list-style-type: none"> • Delivery of placemaking requirements • Ensuring adequate Health and Wellbeing facilities for the new community • Medium and Long-term impact on Service Provision of the new development <p><u>Others Discussed</u></p> <p>CIL review and implications for the Viability review.</p> <p>Council achieves appropriate consideration for the cottages purchased in advance of the development.</p> <p>Provision of Railway Station – Use of Rail futures group to carry out feasibility study.</p> <p>Provision of Education - HCC deliberations including future land acquisitions.</p>
Planning Strategy	<p><u>Featured</u></p> <p>Failure to meet Housing Supply due to Nitrate Impact (UPDATE)</p> <p><u>Others Discussed</u></p> <p>Risk of the Local Plan not being sound or supported by Autumn 2020.</p> <p>By raising awareness, giving the public time to consult, and proposing future growth areas, all reduces the risk of challenge at the various stages of the publication and examination of the plan.</p> <p>Raising awareness and profile to senior members to ensure corporate support. Ensuring future growth areas are proposed and reduce the risk of challenge by ensuring correct consultation will happen.</p> <p>Loss of Key Staff - If staff move on local knowledge will be lost.</p> <p>CIL Review – Impact on receipts if developments are not coming through i.e. nitrates issue. Consultant currently reviewing charging schedule which will involve consultation with developers and submission to Government for examination. Risk that CIL review will not be completed in time for the Local Plan.</p> <p>Housing Delivery Test – This is a new test that looks back over the past 3 years. We have asked Government via PfSH to reconsider as we are likely to fail this test in 2020. Small sites are likely to be pushed forward and we will need to incorporate a 20% buffer this would mean we have to grant permission for 624 new homes every year for the next 5 years.</p> <p>How Housing delivery is measured for the next 5 years - Currently we need 520 new homes per year to meet our need. If our neighbouring authorities can't meet theirs then we can share via PfSH. In Autumn 2020 PfSH will share these out, which is about the time that we are proposed to submit our Local Plan. The risk is not taking our neighbours unmet need, but we are mitigating via proposing Strategic Growth Areas in the latest consultation.</p> <p>Playing Pitch Strategy - This piece of ongoing evidence is suggesting that we don't have enough playing pitches for the future population. Not being able to identify sufficient sites may lead to an objection from Sports England which would need to be dealt with in the Local Plan examination.</p> <p>Studies on Environmental Impacts – It's been identified that new residents will wish to travel to the New Forest for recreation. The New Forest is a protected habitat and the growth in Fareham would mean more cars and more exhaust emissions impacting on the sensitive site. We cannot grant permission to build new homes if we are not certain of the impact of the additional cars. The inspector will wish to see completed studies, certainty and mitigation of this risk.</p> <p>Open spaces and countryside - New communities and areas will impact on refuse, amenities, parks, open spaces and the countryside. Population projections and modelling scenarios are needed and need to be visible in the Local Plan.</p>

Appendix B - Risks noted where further actions are still needed


Risk or Opportunity	Actions being taken
<p data-bbox="196 237 756 309">Meeting the Public’s Expectations in relation to Climate Change</p> <p data-bbox="150 327 802 495">In 2008 the Government set a target to reduce emissions by 80% as part of the Climate Change Act. In June 2019, the Government announced it was setting a tougher goal of net-zero carbon by 2050.</p> <p data-bbox="150 510 802 745">The year has seen commentary and demonstrations from new figure heads such as Greta Thunberg and Extinction Rebellion, as countries prepared for the U.N. Climate Summit in September, in which the progress being made towards the 2015 Paris Climate Change Agreement was discussed.</p> <p data-bbox="150 761 802 996">A large number of Councils responded to the Climate Change debate by declaring a climate emergency; such that by July 2019 the Local Government Association and over 50% of Councils are believed to have made the declaration with a commitment to net-zero carbon by the earlier date of 2030.</p> <p data-bbox="150 1012 802 1216">The Council therefore needed to be clear about its position in relation to Climate Change and needs to take appropriate actions to achieve its ambitions in relation to carbon neutrality. It also needs to plan for the future impact of Climate Change (e.g. coastal protection).</p> <p data-bbox="150 1232 802 1361">There is a reputational risk that the Council is not seen to be meeting the expectations of residents, such that further demonstrations will occur.</p> <p data-bbox="150 1377 802 1547">There is also potentially a long term financial and public protection risk if appropriate action is not taken to mitigate the effects of climate change.</p> 	<p data-bbox="828 237 1506 360">Members – The Leader made an announcement at the Executive on 26/09/19 setting out the Council’s commitment to achieving carbon neutrality and the actions proposed to be taken.</p> <p data-bbox="828 376 1506 499">Members – Emergency motions were debated at Full Council on 24/10/19 and 8 aspirations were agreed that the working group needed to take heed of in their proposed scope of work.</p> <p data-bbox="828 515 1506 607">Corporate – A new priority to develop the action plan to achieve carbon neutrality has been added to the Corporate Strategy.</p> <p data-bbox="828 622 1506 763">Corporate – A working group has been set up and a lead member and director appointed. A report is scheduled for the March Executive Committee to agree the scope of work for the Working Group; including work to:</p> <ul data-bbox="828 779 1506 1048" style="list-style-type: none"> ➤ understand then reduce the Council’s carbon footprint, ➤ engage with residents and community groups to see how they can contribute to the green agenda; ➤ understand and implement actions to increase Climate Change resilience and adaptations; ➤ identify opportunities for working in partnerships with other councils. <p data-bbox="828 1104 1506 1167">Corporate – A new post of Climate Change Officer has been approved and an appointment made.</p> <p data-bbox="828 1211 1506 1303">Corporate Services (Communications) – Monitoring posts on social media and Freedom of Information requests.</p> <p data-bbox="828 1348 1506 1440">Corporate – Work has started to harness enthusiasm in services to contribute to the climate agenda. Examples include:</p> <ol data-bbox="828 1485 1506 2076" style="list-style-type: none"> In October 2018 the Council launched a campaign to reduce the use of single use plastic in the Borough. A number of actions have been taken including switching to re-useable water bottles for the December 2019 election. The approach to the new Arts and Entertainment Venue is underpinned by a robust sustainability strategy embracing low & zero carbon technologies to minimise energy use. A draft Housing Greener Policy has been developed and reviewed by members. The Coastal Partnership have identified a Climate Change Champion and have regular Climate Change and Sustainability Boards which plans and identifies initiatives to addresses climate change in their daily, professional and business lives. Actions

Risk or Opportunity	Actions being taken
	<p>include:</p> <ul style="list-style-type: none"> ➤ Implementing and embracing the role of climate change into the culture of the team. ➤ Host 3-4 beach cleans a year. ➤ Team moving away from use of plastics. ➤ In the summer, the team took the wave machine to the Victorious event to help educate the community around the impact of climate change. ➤ Since November, staff within the service have taken the pledge to interact with the public on the issue including visiting schools, local colleges and attending other events. <p>The Local Plan team have included additional climate change policies in the latest version the local plan, which meet advise issued by the Local Government Association.</p>
<p style="text-align: center;">Layout of Civic Offices Ground Floor (UPDATE)</p> <p>It has been discussed in recent years that the current layout of the Civic Offices Ground Floor is not fit for purpose for either the Council or its tenants. Works are required to correct this.</p> <p>A key risk for the project would be that works are undertaken, and the new layout still doesn't meet requirements.</p>	<p>Property Services – The team met with all users / stakeholders of the Ground Floor, including tenants of the Civic Offices and all Heads of Services and Directors to discuss their specific requirements. This has led to the development of several solutions that range from a simple redecoration to a complete remodelling.</p> <p>Property Services – A final solution is being discussed and will be finalised with the Chief Executive Officer.</p>
<p style="text-align: center;">Implementing the Government's Waste and Recycling Strategy - (UPDATE)</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>This was included as one of the sections in the Environmental Bill in 2018. Progress on the bill was delayed due to other government priorities but was re-announced in the October 2019 Queen's Speech. It is expected to come into force in April 2023.</p> <p>The proposals include separate food waste collection, and this will bring additional costs such as new vehicles and rounds. There may also be a</p>	<p>Street Scene – Keeping up to date with the proposals by attending conferences, staying in touch with relevant bodies and gathering information.</p> <p>Street Scene – Trying not to make any major decisions that have a financial implication until we know what is going to be expected of us as the collection authority.</p> <p>Street Scene / Project Team – The waste management round rebalancing is still being investigated, currently favouring consultancy work rather than purchasing software. This is still required whilst we are awaiting an update on the waste strategy due to extensive development in the western wards making some rounds difficult to manage and to start planning for the impact of Welborne.</p> <p>Corporate - Reviewing the studies commissioned by HCC on the different options for collecting and disposing of the different waste streams, and the implications for the numbers of vehicles needed.</p> <p>Corporate – Participated in Leaders Conference in</p>



Risk or Opportunity	Actions being taken
<p>compulsory requirement to provide additional kerb side collections such as plastics, glass and a green waste service.</p> <p>The government may provide some financial compensation for additional costs relating to enforced changes. The funding will be based on whole system costs i.e. collection and disposal. This may cause issues around the split of responsibilities with Hampshire County Council (HCC), and it may be more cost effective to offer a Hampshire wide (joined-up) collection service.</p> <p>HCC may no longer need to provide MRF (Mixed Recycling Facility) as materials will have to be sorted at the roadside which is not only time consuming but can also cause safety issues. The impact of any changes will affect FBC, as the collection authority more than the disposal authority. However, this removes the problems with contamination in recyclable waste.</p> <p>The initial government proposal was to make garden waste collection free to residents with compensation paid to authorities for loss of revenue, but this may prove too expensive. Most other councils in Hampshire already operate a chargeable wheeled bin service for green waste.</p> <p>The Environment Bill is also proposing a make the “producer pay policy” e.g. manufacturers of plastic bottles to pay for their disposal. This may open up income channels to the collection authority.</p> <p>The risks associated with this Strategy are therefore:</p> <ol style="list-style-type: none"> a) Implementing the new collection rounds in time – including procuring new vehicles and new household bins and arranging new disposal arrangements. b) Finding capacity at the depot for the new vehicles and resourcing the collection crews at a time when HGV drivers are already difficult to recruit. c) Changes involve considerable additional costs which are not adequately compensated for, by the government. d) Reputational damage and increase in complaints if the community are not in favour of the changes. e) Agreeing potential approach and responsibilities with HCC at a time when the relationship is already changing. (See risk – Impact of HCC Waste management 	<p>February 2020.</p> <p>HCC – Plans to set up a super MRF for the whole county on hold, whilst agreements about the future of waste collection and disposal and the impact of the Environment Bill are clearer.</p> <div data-bbox="850 450 1437 790" data-label="Image"> <p>The image shows four recycling bins standing in a row on a grassy field under a blue sky. From left to right, the bins are blue (labeled 'PAPER'), green (labeled 'GLASS'), yellow (labeled 'PLASTIC'), and red (labeled 'METAL'). Each bin has a white recycling symbol on its front and is overflowing with its respective material: white paper, green glass bottles, yellow plastic bottles, and silver metal cans.</p> </div>

Risk or Opportunity	Actions being taken
Changes)	
<p>Failure to meet Housing Supply due to Nitrate Impact (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.</p> <p>The Local Plan is the tool for the five-year land supply and the current Local Plan lists the sites where houses will be built.</p> <p>In February 2019, Natural England highlighted that increased levels of nitrates entering the Solent (because of increased amounts of wastewater from new dwellings) is likely to have a significant effect upon the designated European Protected Site.</p> <p>All applications for new housing within the Borough require a Habitat Regulations Assessment addressing this issue. Where developers are not able to demonstrate that their proposals maintain or reduce the levels of nitrates leaving their site, mitigation measures will need to be identified.</p> <p>This is a new consideration so all proposed allocations will need to have a nitrates solution before the Local Plan is submitted. No planning permissions for new build dwellings have been issued in Fareham Borough since March 2019. There are currently over 2,220 homes stuck in the planning system either solely or principally relating to this issue.</p> <p>The next Local Plan is planned to be submitted in autumn 2020, a nitrates solution will be needed by then. Currently we are tasked with building 520 new homes this year, but this figure is reviewed annually by Government and could be increased. If our neighbouring authorities cannot meet their targets, we need to consider meeting their unmet need. This could increase our housing need by another 150 homes per year.</p> <p>Further actions being taken to manage these risks are provided.</p>	<p>Planning Strategy – Weekly meetings between Planning Strategy, Development Management and Legal taking place to work through the issues. Regular discussions with neighbouring authorities, Natural England and Southern Water, in addition to monthly PfSH Water Quality Working Group.</p> <p>Project commissioned looking at the impacts of Fareham and Gosport Local Plan growth (jointly with Gosport).</p> <p>Leading on a review of the Integrated Water Management Strategy on behalf of PfSH.</p> <p>Corporate – Ongoing liaison through PfSH involving the Leader, Chief Executive and Heads of Development Management, Planning Strategy, Legal Services to find a wider strategic solution.</p> <p>Housing – Housing are developing mitigation options for Council Housing schemes involving retrofitting of the Council Housing stock with efficiency measures, such as dual flush toilets and a tap insert which will reduce the average water use per property. This could make homes more efficient and the reductions in water use in four properties would offset the additional water use in one new build.</p> <div data-bbox="847 1144 1485 1458" data-label="Chemical-Block"> </div>

Risk or Opportunity	Actions being taken
<p>Uncertainty around the Impact of Exiting the European Union (UPDATE)</p> <p>The government's bill to leave the European Union received royal assent in January 2020. The United Kingdom will now leave the European Union on 31 January 2020, with a withdrawal deal - and it will then go into a transition period that is scheduled to end on 31 December 2020. During this period trade negotiations will take place and a trade deal may or may not be agreed and ratified by the end of the transition period.</p> <p>Brexit lead officers (BLO) of local authorities have now been formally stood down from "Operation Yellowhammer" preparations for a no-deal scenario, due to the 'decreased likelihood' of the UK leaving the EU without a deal on January 31.</p> <p>The Council is therefore maintaining a watching brief on any potential risks and impacts that may arise during and after the transition period.</p>	
<p>Impact of Hampshire County Council Waste Management Changes</p> <p>The Council received a letter from the Director of Economy Transport and Environment at Hampshire County, regarding changes they were making as part of addressing their future funding gap.</p> <p>They proposed the following changes from 31 March 2021:</p> <ul style="list-style-type: none"> a) Cease to pay recycling credits for glass and textiles recycled rather than sent to landfill, as agreed under the Project Integra contract. b) Recharge the cost of disposing of the contamination/non-recyclable material within their dry mixed recyclables deliveries. c) Retain the income from the sale of all MRF (Materials Recycling Facility) processed recyclables. <p>These proposals give the risk of a financial cost of around £0.5m per year falling on the Council.</p>	<p>Corporate – Joint response from the leaders of the Waste Collection authorities sent to HCC proposing a collaborative approach to changing processes that could result in cost savings to all parties. Joined up working may also attract greater funding when implementing the new Waste Strategy proposals. However, this would need HCC to delay the implementation of their proposals.</p> <p>Corporate – HCC leader called a conference with all the leaders of the other councils, to discuss how they could work collaboratively and take cost out of the systems for all. This was scheduled for the end of February.</p> <p>Corporate – Chief Executive Officers (CXOs) of FBC and Eastleigh BC assigned to lead on the discussions for the District Councils.</p> <p>Street Scene – Briefing paper provided to the leader and executive. Included as a chairman's announcement at the Street Scene Scrutiny Panel.</p> 
<p>Infrastructure Funding Review</p> <p>The Council has a portfolio of commercial and operational land and properties. There are on-</p>	<p>Property Services – A high level infrastructure funding review was completed in September 2019 on all land and buildings, except Council dwellings. The review covered a 30-year time frame and identified a capital</p>

Risk or Opportunity	Actions being taken
<p>going maintenance and improvement costs to ensure the value of the assets are maintained and that properties continue to meet market expectations for a property of that type.</p> <p>A full infrastructure funding review is therefore required on Council properties to understand what major works are likely to be required in future years. In particular, the Council needs to understand the financial impact of current and future Community Infrastructure Levy (CIL) monies being earmarked for the remodelling of Ferneham Hall.</p> <p>Without this work being completed there is a risk of a funding gap arising for planned and unplanned levels of work.</p>	<p>funding requirement of £196 million for refurbishing/re-provisioning existing assets, improving existing assets and aspirational investments.</p> <p>Property Services /Heads of Service – Assets are being reviewed in detail by asset group. Following condition surveys, Heads of Service are being advised of any works required on assets specific to their service e.g. car parks, public conveniences, pavilions. This is identifying short to medium term maintenance requirements which will help inform the longer-term plan for making the best use of those assets.</p> 
<p style="text-align: center;">Suitable Venues for Election Counts (UPDATE)</p> <p>With the closure of Ferneham Hall there is a risk that there is not a suitable venue within Fareham to hold the Election Count.</p> <p>The immediate risk was with the 12th December 2019 General Election, due to the Pantomime being due to start on Friday 13th December and the dress rehearsal scheduled for the day of the election. There are also Local Elections and an election for the Police and Crime Commissioner (PCC), scheduled for 7th May 2020. This will now take place at Fareham Leisure Centre, with a reserve venue of Holly Hill Leisure Centre.</p> <p>It is our statutory duty to provide a suitable count venue, in a secure manner.</p>	<p>Corporate – December count arranged around the Panto Set at Ferneham Hall, as it was a familiar venue and the weather could have been inclement at that time of year which could have affected access at other venues. The team organised a suitable Venue set up that could cope with the stage being ready for the pantomime.</p> <p>Corporate Services – Located a smaller screen and projector that could be used in the space available and carried out practice runs.</p> <p>Leisure Services (Ferneham Hall) – Rearranged the usual Panto dress rehearsal timing to allow for the count to commence as required at 10pm and allowing time for the set up earlier in the day.</p> <p>Leisure Services – Completed review of FBC community buildings and have decided that Fareham Leisure Centre is the only alternative option. This will be used for future elections. A layout has been agreed which uses different rooms for the polling station and he count. Meetings are being held with the operators to prepare for the May election.</p> <p>Corporate – Action plan of issues that need to be resolved is being worked through including ICT infrastructure, traffic management, loading ramps and marshalling.</p> <p>Democratic Services – A communication plan for all candidates and agents is being developed to ensure everything runs as smoothly as possible.</p>
<p style="text-align: center;">Maintaining the Quality of the Decision-Making Process (UPDATE)</p> <p>The Council must maintain good governance and decision-making arrangements. Without them</p>	<p>Democratic Services – An implementation review is underway, and a report on the scrutiny panel arrangements will be presented to Chief Executive's Management Team (CXMT) at the end of March.</p> <p>In the meantime, a training session for CXMT and</p>


Risk or Opportunity	Actions being taken
<p>the Council can be at risk of a judicial review over decisions made, based on maladministration.</p> <p>Part of the process involves reports being ready by the required deadlines, so they can be adequately checked. If the reports are unable to be checked properly there is a risk that incorrect information could be published.</p> <p>We need to ensure that FBC officers are managing their time and being aware of the impact if deadlines are not met and understanding that late and urgent items cause issues.</p>	<p>Committee Lead Officers will be developed to outline the difference between Executive and non-Executive decision making and how the Scrutiny process fits in to support effective decision making.</p> <p>Democratic Services – An intranet page is being developed which will include easy to find links to the report preparation timetables.</p> 
<p style="text-align: center;">Community Building Review</p> <p>Works are required on a number of our 16 community buildings. The last full review was undertaken in 2004, and the funding set aside for this has now been fully spent.</p> <p>A condition survey is therefore needed to understand the level of works required and make sure works are undertaken in a systematic way.</p> <p>The risks that need to be addressed are:</p> <ol style="list-style-type: none"> a) Long term cost differences of temporary repairs compared to longer lasting repairs (and whether the latter is still warranted against future plans for the asset) b) Works being undertaken without funding being in place; c) FBC paying for works that are the responsibility of others; d) Making sure we are meeting our obligations under the lease conditions to carry out external works required. 	<p>Leisure Services and Property Services – A full review is planned to advise on what works need to be completed to maintain what we have, what other works are needed to protect the value of the asset, and the programme of investment that will be required.</p> <p>Priority is ensuring that buildings remain safe and usable in their current condition.</p> <p>Leisure Services – Continuing to capture issues as part of the annual health checks of community centres.</p> 
<p style="text-align: center;">Finalising the Welborne Planning Application (UPDATE)</p> <p>As highlighted in previous reports, the determination of the Welborne planning application has been a high risk for the Council; as this affects when the works on site can start. The delivery of homes through Welborne takes pressure off other sites in the borough, so there is an ongoing risk with delays in starting the build that more planning applications for housing elsewhere in the borough will be received which will be difficult to defend.</p> <p>As of 16 October 2019, the Planning Committee granted outline planning permission subject to the conditions in the report, and amended conditions</p>	<p>Development Management – The Planning Committee agreed to give delegated authority the Head of Development Management to finalise the work needed including:</p> <ol style="list-style-type: none"> a) Dealing with outstanding consultation responses including further conditions and informative that may be recommended; b) Making any necessary modifications to the proposed conditions or heads of terms; including those arising from detailed negotiations with the applicant; c) Completion of the S106 agreement, in consultation with the Solicitor to the Council <p>Democratic Services (Legal) - The legal team are providing advice on the proposals and preparing the Section 106 agreement.</p>

Risk or Opportunity	Actions being taken
<p>provided in an update report.</p> <p>The Section 106 (S106) agreement now needs to be completed, which involves resolving a number of the delivery issues (see below). Hampshire County Council will be a co-signatory to the agreement as there are terms that are relevant to their responsibilities e.g. education, highways.</p> <p>There are also planning conditions, such as the Strategic Design Code, that need to be applied to the permission. The Planning Committee will then be required to approve the “reserved matters” applications, which will regulate the detailed development of the site.</p> <p>No development under the planning application can start until the delivery issues are resolved.</p>	<p>Development Management – Liaising with Hampshire County Council, including increasing the number of meetings, to keep the momentum going on their elements of the agreement.</p> <p>Welborne Strategy – Assisting with agreeing a viability review mechanism throughout the development and building this into the agreement.</p> 
<p>Managing the Implications of the Welborne Planning Application (UPDATE)</p> <p>As highlighted in previous reports, 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 housing requirements whilst maintaining Viability of the Scheme • Delivering Junction 10 of the M27 • Stewardship and Maintenance Obligations • Delivery of placemaking requirements • Ensuring adequate Health and Wellbeing facilities for the new community (NEW) • 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>Delivery of housing requirements whilst maintaining Viability of the Scheme</p> <p>The infrastructure requirements of the development have now been agreed.</p> <p>The Planning Committee approved 10% Affordable Housing for the first 1000 homes at a 50:50 tenure split (Affordable/Social Rent versus intermediate provision). The viability will be reviewed to ensure that the predicted increase in revenues over costs is captured to provide up to policy levels of AH.</p> <p>Development Management – The Planning Permission (which includes the S106 agreement) will now take precedence over the Welborne Plan as to what provision is required to be delivered.</p> <p>Welborne Strategy – A mechanism is being agreed to carry out viability reviews of the development such that as it becomes profitable it can reach a fully policy compliant position in terms of numbers of affordable housing.</p> <p>Discussions include an independent advisor to help negotiations with the developer.</p> <p>Delivering Junction 10 of the M27</p> <p>External – Hampshire County Council are preparing the design for the new Junction 10 to reach full business case readiness so that it can be submitted to the Department for Transport to release their funding contribution.</p> <p>Some of the funding has been used to achieve this.</p> <p>The Business case also gives a clearer picture of the value of the funding gap to be closed.</p> <p>Corporate – Continuing to work with the Ministry of Housing, Communities & Local Government (MHCLG) and Department for Business, Energy and Industrial</p>


Risk or Opportunity	Actions being taken
<div data-bbox="252 786 715 1153" data-label="Image"> </div> <div data-bbox="193 1323 759 1641" data-label="Image"> </div>	<p>Strategy (BEIS) to help resolve the funding issues. This includes BEIS liaising with the LEP to provide assurances that they will not be penalised for the delay in using their funding and liaising with Homes England on how the risks and implications of the Hampshire Infrastructure Fund (HIF) monies can be reduced.</p> <p>Options for the remaining gap are being drawn up and discussed.</p> <p>High level officers and members involved including the MP for Fareham.</p> <p>Stewardship and Maintenance Obligations</p> <p>Welborne Strategy – The Director of the Bournville development was arranged to come to talk to members about the benefits and risks of that style of development. He was positive about the proposals being offered by the developer.</p> <p>Welborne Strategy – Draft Articles of association are being reviewed and some clarification being sought on the step-in obligations and rights of parties.</p> <p>Delivery of placemaking requirements</p> <p>Welborne Strategy – Experienced consultants were used to assist with developing a strong working relationship between the Council and the Master Developer to achieve a vision for the community that would meet the needs of both parties. This has proved successful and the consultants input on this element will be ending.</p> <p>Welborne Strategy – Workshops with the developer are continuing to develop a Strategic Design Code. The Code will include the Welborne Street Manual, integrating highways design and adoption issues critical to retaining the character of the Garden Village for the next 20 years.</p> <p>Welborne Strategy – Working to identify how many sub-design codes need to be developed. Secured further capacity funding of £150,000 to help fund the work needed to develop these codes.</p> <p>Ensuring adequate Health and Wellbeing facilities for the new community</p> <p>Welborne Strategy - How the health and wellbeing need of the community will be met via the Clinical Commissioning Group is still to be resolved. This a low risk for FBC but a high risk for the community so FBC are leading on the development of a Steering Group for Health and Wellbeing at Welborne. Draft terms of reference have been drafted and are being considered by the Welborne Delivery Group.</p> <p>Medium and Long-term impact on Service Provision of the new development</p> <p>Welborne Strategy / Finance –. An initial assessment has been carried out of the potential impact on FBC services of the following:</p>

Risk or Opportunity	Actions being taken
	<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 was held with service managers in February 2019 to expand this assessment.</p> <p>No further work has been carried out on this work strand to date.</p>

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

Risk or Opportunity	Actions taken
<p style="text-align: center;">Loss of IT systems</p> <p>There is an ongoing risk that an organisation's IT Systems could fail. This has happened twice this year at FBC, once in April 2019 and again in September when all systems went down between 18:22 on a Saturday until 15:00 on the following Monday.</p> <p>In the second incident all non-cloud-based services stopped working. This meant that members of the public couldn't contact the Council by phone, and communications to the public via the website were not possible. The cash office was not able to take plastic or moto payments.</p> <p>The issue was first reported over the weekend when an external user could not connect onto FBC ICT system remotely. It was believed at the time that this was just a problem with the service used for external connections that could be resolved on Monday. However, on Monday morning it was soon realised that the issue affected far more systems.</p> <p>The problem was subsequently found to have been caused by storage areas becoming full.</p> <p>As the phones were one of the first means of communication that became available this was followed by a higher than normal number of phone calls.</p> 	<p style="text-align: center;">DEALING WITH THE INCIDENT</p> <p>IT Services – Problem discovered early Monday morning and Head of Service informed by mobile phone. ICT team walked the floors to inform them of the problem. Problem logged with the server array provider and advice sought on how to restore the service.</p> <p>Corporate – Chief Executive Officer notified, and Corporate Business Continuity Plan evoked as the timescale to fix the problem was unknown. Corporate Business Continuity team met to consider operational issues and resourcing plans.</p> <p>IT Services – Worked to try and identify what the issue was and put in the following temporary fixes:</p> <ol style="list-style-type: none"> a) Network security settings were changed to prevent telephones needing to authenticate themselves – this allowed telephony services to work. b) Storage backups were removed for all non-essential data volumes which cleared enough space for the servers to start working again. c) Users were told to not logon until instructed and systems/departments were prioritised to ensure that they did not swamp the system. <p>IT Services – Worked out a priority to bring emails, and inbound/outbound telephones back floor by floor, determined by where priority services were located.</p> <p>IT Services - ICT team walked the floors to inform them to stop staff trying to get connection until instructed to do so, as this was causing a secondary problem. ICT team also walked the floors later to make sure the message that it was OK to logon had also been received.</p> <p>IT Services – ICT services officers remained in the offices after closing time for an hour to ensure systems remained up and running.</p> <p>Corporate Services (Communications) – Mitigated some of the risk by communicating any key messages through FBC social media by logging in using personal mobile phones.</p> <p>Corporate Services (Customer Services) – Instigated business continuity plan to take customer payments where possible by cash or cheque; issuing handwritten receipts which were later punched into the cash system.</p> <p>Corporate Services (Customer Services) – Additional staff transferred to man the phones once they became operational.</p> <p>Corporate Services (Web and Social Media Team) – Helped identify parts of the website which were not affected as already coming in over cloud. Used these and other alternatives to publish some communications.</p>


Risk or Opportunity	Actions taken
	<p>LONGER TERM</p> <p>IT Services: System alerts now set up to ensure the new storage array never gets more than 85% full.</p> <p>IT Services – Going forward this risk should be significantly reduced with the introduction of cloud-based servers rather than a SAN (Storage area network) which removes the ‘one point of failure’ issue.</p>
<p>Protestors and Media coverage at council locations</p> <p>There are several high-profile public interests that have led to members of the public wanting to protest against the Council.</p> <p>In 2019 these have included:</p> <ol style="list-style-type: none"> 50 + Protestors marching through Fareham and arriving at the Council as part of a day of global climate strike around the world; Climate change protestors arriving at the Council during the debate of the climate change motions; ITV coverage of climate protestors outside the civic offices and at the meeting to consider the Climate Change motion; ITV cameras and protestors arriving for the debate on the Welborne Planning Application. <p>These needed to be managed to address the potential reputational risk or security and safety risks (for staff, visitors and</p> <div data-bbox="225 1368 651 1653" data-label="Image"> </div> <p>protestors) at FBC locations.</p>	<p>Corporate Services – A station was set up in the reception area to check protestors in and out of the building on the days of key meetings.</p> <p>Members of staff (CSC/Facilities) are made available downstairs to manage how members of the public enter the building, and ensure they are escorted to meetings.</p> <p>A decision was made not to allow placards to be brought into the building for meetings, so a designated storage area was set up.</p> <p>Corporate – Overspill room set up for protestors which includes sound so that they can hear the debate. Supervisors allocated to the rooms.</p> <p>Democratic Services – Additional staff recruited to cover potentially contentious meetings.</p> <p>Democratic Services – Invoked the policy for the right to film in committee rooms, which requires a form to be completed and permission approved.</p> <p>Corporate Services (Communications Team) – A written statement from the Executive Leader of the Council was prepared in advance and handed to Protestors on the day of the global climate strike action.</p> <p>Corporate Services (Communications Team) – Monitor social media to pick up potential threats and let the relevant service know. A communication officer is made available and a press table set up for media who attend meetings. Also issue statements and other information to the public.</p>
<p>Unscheduled Elections & Referendums</p>	<p>Corporate – The Council has built flexibility into its</p>

Risk or Opportunity	Actions taken
<p>The last risk report noted that there was a risk that although there were no planned elections in 2019, additional elections or referendums may be called mainly due to the uncertainty around Brexit. This came to fruition with the:</p> <ul style="list-style-type: none"> • EU Parliamentary Election in May • Titchfield Neighbourhood Plan Referendum in July • UK Parliamentary Election in December <p>The council has therefore needed to manage the risk that it does not deliver a legal and compliant election in these incidents.</p>	<p>employee arrangements that allows existing employees to be diverted from their day job, in response to unexpected fluctuations in work. The resourcing arrangements also allow extra employees to be brought in to assist and current employees to work extra hours for a short period of time.</p> <p>Corporate – Resilience has been built into the Council’s approach to elections by splitting the work between 2 services – one leading on the count arrangements and the other leading on the voting arrangements. Three Deputy Returning Officers are also appointed to help manage all the preparations needed.</p> <p>Democratic Services - The Elections team ultimately had to manage and deliver three snap elections.</p> <p>These all went smoothly due to previous accumulated experience and being well prepared.</p>
<p style="text-align: center;">Littering on Motorway Junction</p> <p>There are lay-bys on either side of the road of Junction 11 of the M27, which are frequently used by lorries as stop areas.</p> <p>The lay-bys attract litter, some of a dubious nature, and the Council receives complaints as to the appearance of the lay-bys.</p> <p>The lay-bys are on land owned by the County Council but FBC have responsibility under the Environmental Protection Act for litter on the highway. However, the location is not on a public space used by walkers, so the response needs to be proportionate.</p> <p>The FBC H&S officer has completed a risk assessment to remove litter and concluded that it can only be carried out safely with a lane closure. The Highways Authority will only permit a lane closure overnight. The Council currently removes the litter about 6 times a year, at a cost of £2,000 a time.</p> <p>There are the following competing risks associated with this problem:</p> <ul style="list-style-type: none"> • Potential for litter abatement notice served on the Council and potential fine of up to £2,500 plus daily charge if fail to comply. • Residents continued dissatisfaction (perception of risks and eyesore) and media coverage on the subject. • Driver dissatisfaction and inconvenience during lane closures. (Causes a tailback which affects the motorway). • Cost implications of increasing the number of times litter is removed. 	<p>Street Scene – Executive member and Head of Service visited the site to identify the problem and any potential solutions. Consideration is being given to increasing litter bin provision, including arrangements to empty them.</p> <p>Streetscene – Meeting held with complainant to explain constraints and challenges of cleansing this location.</p>  <p>The image is an aerial photograph of a complex motorway junction. The main road is the M27, which is a multi-lane highway. It features several overpasses and a large loop interchange. A smaller road, the A27, runs parallel to the M27. In the bottom right corner, a road labeled 'Paradise Ln' is visible. A red dot is placed on the ground near the junction, indicating a specific location of interest. The surrounding area includes green fields and some trees.</p>

Risk or Opportunity	Actions taken
<p>Impact of Loss of Uber Licence in London</p> <p>Uber is a global private hire taxi firm employing drivers in a number of locations across the country, including Fareham. Uber drivers can operate in different areas from the local authority in which they received their licence. Therefore, drivers are using their hackney carriage licence granted in Fareham (where the knowledge test is easier as it is a small borough) to drive as a private hire Uber driver elsewhere. This has left fellow Fareham license holders unhappy.</p> <p>In November 2019 Uber was stripped of its licence in London due to failings in passenger safety. This has provided additional pressures on authorities such as Fareham to follow suit due to the risk that Uber may not be meeting required safety standards.</p> <p>This situation has the following risks to FBC:</p> <ul style="list-style-type: none"> a) Bad publicity that Fareham are licencing Uber drivers; b) Legal challenges if we chose to not licence Uber; c) If we made the test to get a licence harder, it may affect the ability of local drivers to pass. d) If Uber were to lose their licence to operate within Fareham, there could also be a risk of a loss of income as Uber drivers would be required to use alternative authorities to obtain their licenses. 	<p>Environmental Health – No changes currently made to licencing regime.</p> <p>Environmental Health – Maintaining a watching brief on events.</p> <p>Uber filed an appeal in December 2019 against the decision and the outcome may shape future actions of the partnership.</p>



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

Risk or Opportunity	Actions taken
<p>New Community, Arts and Entertainment Venue (UPDATE)</p> <p>Ferneham Hall is being redeveloped to deliver the vision of a new arts and entertainment facility for Fareham. An objective of the redevelopment is 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 and has now been concluded. The new Community, Arts & Entertainment venue will be run by an external operator (BH Live). The contract will be for 10 years with an option to extend for a further 5 years.</p> <p>The key project risks associated with the next stage of the redevelopment include:</p> <ul style="list-style-type: none"> • Ferneham Hall Closure – The closure of the building impacts on the customer base. • Maintaining safety and security of the building (and users of near-by car parks) during the closure. • Unnecessary costs associated with the running of the hall continue after its closure. • The impact on current staff and volunteers at Ferneham Hall is not handled sensitively. • New Operator - The Council achieves a poor deal from the operator of the Hall and the reduction in subsidy targets are not met. • New Build - The new building does not meet the needs of the borough and is not commercially viable. • The costs of the new build escalate (e.g. impacted by changes in the economy) causes the approved budget of £12.35 million to be exceeded. • The funding sources earmarked for the new build do not materialise. <p>The latest actions taken to manage these risks are listed here.</p>	<p>Ferneham Hall Closure</p> <p>Leisure Services / Human Resources – Communication plan for those Ferneham Hall staff and volunteers affected drawn up and implemented; which included offers of redundancy / redeployment / assistance with finding alternative work.</p> <p>Leisure Services / Human Resources – Resourcing plan instigated to keep the Hall still operational during the busiest season (panto). This included changing the panto operator to one more able to cope with fewer technical staff being available.</p> <p>Leisure Services – Decommissioning plan drawn up and being implemented. Detailed inventory of contents taken and discussed with the new operator. Disposal options being drawn up for those items not needed for the new venue.</p> <p>Leisure Services – Communication plan for users of the hall / subscribers to What's on, drawn up and implemented. Included boarding of the new vision set up in the foyer during the panto season.</p> <p>Leisure Services – Communication plan for suppliers to the hall drawn up and implemented. Included negotiating a buy and return deal for drinks supplies to the bar.</p> <p>Leisure Services – Hoarding to be in place during closure. Contract being considered for demolition works.</p> <p>Property Services – Maintaining communication with neighbouring building occupiers.</p> <p>New Operator</p> <p>Procurement Team / Leisure Services – A full procurement exercise was undertaken with the support of an external procurement consultant who specialises in Leisure procurements. Evaluation criteria includes projected subsidy reductions and timescales, and an affordability threshold was applied. Proposals taken to special meeting of the Executive Committee in November 2019.</p> <p>Leisure Services / Legal Services / Procurement Team and Leisure Consultant – Contract terms, clarification of obligations and performance measure developed. This was agreed with BH Live.</p> <p>New Build</p> <p>Property Services and Leisure Services – Created a headline brief which details key outcomes identified in the vision around design features, customer experience and external finishes. This is reviewed regularly to ensure project direction, and key decisions are still meeting these requirements.</p> <p>Corporate – An Officer Working Group has been set up including members from Property, Leisure, Finance and</p>


Risk or Opportunity	Actions taken
	<p>Procurement, as well as the Project Manager Mace. This group meets monthly to discuss project timelines and milestones, and any risks identified within the programme. Property services provide the link to the Civic Quarter regeneration working group.</p> <p>Member working group reconvene as and when required and heavily involved before the planning application and committee reports presented.</p> <p>Property Services – Have undertaken a number of surveys to mitigate the risk of unforeseen cost implications during the build.</p> <p>Democratic Services (Procurement Team) – Working with the Employee Agent, the Council has engaged with the following to ensure the design and build fully meets FBC and legislative requirements; Acoustic, Architect, Cost, Structural and Theatre Consultants.</p> <p>Democratic Services (Procurement Team) – Novating the Architect to the main construction contractor which means they will be working in a more joined up way and allows the Council to maintain control over the design.</p> <p>Democratic Services (Procurement Team) – overseeing the tender process for the construction and deconstruction which commences in January 2020.</p> <p>Leisure Services – New operator involved in the design of the new building and refining the vision, but FBC have the final sign off.</p> <p>Corporate – Funding sources identified for the build. Economic Development and Regeneration Strategic lead also engaged to look for opportunities to apply for external funding.</p> <p>Corporate Services (Communications Team) – Campaign under way to choose a new name for the venue.</p>
<p>Transfer of On-Street Parking (UPDATE)</p> <p>On Street Parking services have been undertaken by FBC since 2008/09 under an agreement with Hampshire County Council (HCC). However, from April 2020 this will be undertaken by a new contractor under the responsibility of HCC.</p> <p>This change of policy by HCC has the following risks for FBC and our customers:</p> <ol style="list-style-type: none"> Loss of council income of £130k and cost of redundancies. Continuing the current service for 3 months after redundancies have taken place. Risk of more and poorer Parking Charge Notices (PCNs) being issued as the learning from the Vanguard review is not continued; also, additional parking meters 	<p>HR/Parking Services – Review of team has been taken and 4 staff have been made redundant/taken early retirement with effect from 31/12/2019.</p> <p>Parking Team – On-going discussions and negotiations with HCC up to the handover.</p> <p>Parking Team – Identifying potential new income streams to address the income shortfall.</p> <p>Finance – To send final invoice to HCC for redundancy costs and balance of deficit since service was taken on.</p> <p>Customer Service Centre – Preparing to deal with difficult customers of HCC who will want to pay PCNs at Fareham’s cash office.</p> <p>Comms Team – Communication Plan to handle message to public</p>

Risk or Opportunity	Actions taken
<p>on the high street expected. This is a reputational risk to FBC even if it is not our area of responsibility.</p> <p>d) Risk of residents parking costs increasing which is also a reputational risk to FBC even if it is not our area of responsibility.</p> <p>e) There will be customers coming into the Civic Offices to pay PCNs which are due to HCC. HCC expect lots of their customer contact to be done online which will cause issues for those who are not e-enabled. Customers may be unhappy about not being able to pay for a PCN in Fareham that has been issued in Fareham.</p> <p>f) Risk of FBC Civil Enforcement Officers having to walk past cars being parked illegally and not being able to enforce with resulting unhappiness from members of the public.</p>	
<p>Compliance with Website Accessibility Legislation</p> <p>New legislation (Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018) comes into force from September 2020 setting standards for making websites and the content more accessible.</p> <p>This applies to the all the Council's websites including FBC, Building Control, Street Aid, and Solent Airport).</p> <p>Requirements include:</p> <p>a) Making sure there is colour contrast between text and the background.</p> <p>b) All PDFs need to be accessible in terms of the meta data they contain, and the fonts used.</p> <p>c) The page is navigable by using a keyboard or voice prompts within hidden links (e.g. capable of being read out by the computer for the partially sighted)</p> <p>There is a risk that FBC fail to meet the requirements of the legislation which is being enforced by the Equality and Human Rights Commission (EHRC). Any failure to make reasonable adjustments could lead to the EHRC using legal powers against FBC including investigations, unlawful act notices, financial penalties and court action.</p>	<p>Corporate Services (Web and Social Media Team) - The team are rebuilding all the websites, and changing the coding, to ensure compliance.</p> <p>Corporate Services (Web and Social Media Team) - Converting all PDFs to meet the accessible standards.</p> <p>Corporate Services (Web and Social Media Team) – Procured an organisation to test the accessibility changes made to the website – this is made up of real users with different impairments.</p> <p>Corporate Services (Web and Social Media Team) - User guide being produced with training to high usage departments. Webmaster will publish everything on the website for a period of time to ensure compliance.</p> <p>Corporate Services – Communications plan being developed including a report to be produced for the Chief Executives Management Team, and messages on the intranet.</p> 

Risk or Opportunity	Actions taken
<p>Work Force Fit to Work (Street Scene)</p> <p>Following on from the work carried out to respond to the Hand Arm Vibration (HAVs) notice of contravention issued by the Health and Safety Executive (HSE) in 2017, a health surveillance process has been introduced for all manual staff employed in the Street Scene service. This includes agency staff.</p> <p>This gives a baseline position of any health issues that relate to an employee's capability to perform their duties safely and effectively.</p> <p>Health issues that are being picked up include mental health, hearing, skin, shoulder, knee and joint problems, heart and respiratory and risks and inherited problems from previous employments.</p> <p>Many of the workforce are nearing retirement age and the health surveillance has highlighted that some staff are unable to carry out lifting and handling tasks. Given that much of the work requires physical effort, there are limited light duty alternatives available.</p> <p>This initiative is therefore addressing the following risks:</p> <ul style="list-style-type: none"> a) Not fulfilling our vision as an employer which looks after the welfare of its higher risk staff. b) Maintaining the productivity of an aging manual workforce and ensuring there are enough staff to complete all the tasks required; and that staff are still capable of doing the jobs they are in. c) Risk of employer liability insurance claims. d) Risk of further notices issued by the HSE. 	<p>Street Scene – A combined health surveillance form has been designed to cover all the potential health related issues associated with the type of manual work undertaken in Streetscene. This will be completed by all manual staff on an annual basis to monitor any changes.</p> <p>The health surveillance will be rolled out to each team until the whole manual Street Scene workforce has been covered.</p> <p>Street Scene – Staff assigned to amended duties where possible, adjustments made to avoid exasperating existing conditions, or referrals made to the Occupational health advisor.</p> <p>Street Scene – Noise assessments and hearing tests are also being carried out. Ear defenders and ear plugs are provided, and managers are monitoring that staff are using them.</p> <p>Street Scene – Refuse and Recycling also have a separate risk assessment for glass collection, there are further challenges if kerbside glass collection is introduced.</p> <p>Corporate – The Street Scene Health & Safety group meet every six months including representatives from Human Resources, the Corporate Health and Safety Advisor and a union representative.</p> <p>Corporate – The health surveillance form will be rolled out to other services once the Street Scene teams have been completed.</p> <div data-bbox="884 1211 1394 1581" style="text-align: center;">  <p>Personal protective equipment must be worn</p> </div>

Risk or Opportunity	Actions taken
<p>The North Solent Shoreline Management Plan (NSSMP)</p> <p>The North Solent Shoreline Management Plan (NSSMP) aims to provide a broad large-scale assessment of the risks associated with coastal evolution and to balance the management of coastal flooding and erosion risks. It then aims to present a policy framework to address the risks to people and the developed, historic and natural environment in a sustainable manner over the next 100 years.</p> <p>The Coastal Partnership, as members of the Southern Coastal Group, are currently supporting the Environment Agency with the Shoreline Management Plan – Refresh (SMP-R) project. An outcome of which will be a NSSMP ‘health check’ document highlighting potential areas for attention for the coastal group to take forward.</p>	<p>Coastal Partnership – The River Hamble to Portchester Strategy has been developed by the Coastal Partnership on behalf of Gosport and Fareham Borough Councils. The Strategy, adopted by Fareham and Gosport Borough Council in 2015 and recommended for approval by the Environment Agency in 2016, will guide coastal practitioners on the future delivery of coastal management.</p>  <p>Coastal Partnership – Hill Head is a risk area but there is no grant aid available as only five properties are affected. The area is at risk of flooding within a 20 to 30-year timeframe. The Council has invested capital funds to protect the seawall, beach and beach huts but there is still a risk to homeowners who feel left to their own devices and that it is not their responsibility.</p>
<p>Responding to the Air Quality Directive (UPDATE)</p> <p>There is still a risk that Air Quality in an area near to Bath Lane will not meet the reduced Nitrogen Dioxide levels, required, despite the actions taken.</p> <p>Current levels are at 44 micro grams and need to be at 40 micro grams by the end of 2020.</p> <p>The actions the Council was taking to ensure compliance were detailed in the March 2018 and March 2019 reports. Further actions taken since that report are highlighted opposite.</p> <p>However, there is still the risk that the incentive scheme to buy newer diesel vehicles doesn't take off. Twenty taxis have taken up the scheme to date.</p> <p>A national failure to comply with the EU Directive may lead to the Government being fined by the EU who are likely to pass the fine down to Councils.</p> 	<p>Environmental Health – An action plan of 4 measures was approved by DEFRA and funding provided to implement them.</p> <p>Environmental Health – The incentive scheme for taxi drivers is now in place and will run through until the end of the year. Taxi drivers are encouraged to replace older diesel taxis with hybrid / electric vehicles by offering 5 years free taxi licensing and monetary contributions towards insurance and servicing.</p> <p>Environmental Health – The other 3 measures are being delivered in partnership with HCC who have also now received a ministerial direction:</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>Environmental Health – Continuing to monitor the problem area.</p> <p>Environmental Health / Finance - Continuing to monitor spend against funding provision as any unused money could be used for climate change issues.</p>

Risk or Opportunity	Actions taken
<p>Maintaining Rental Streams from Council Properties</p> <p>The Council has a number of commercial estate properties (e.g. Palmerston Business Park) which generate rental income for the Council. These have been supplemented in recent years with investment properties which have been acquired purely to secure a financial gain, as they usually generate a greater rate of return than money investments.</p> <p>The rental from these properties is a significant funding source to pay for council services.</p> <p>However, there is an on-going risk with this funding source of tenants leaving Council properties at the end of the lease agreement, and leaving properties empty for an extended period of time.</p>	<p>Property Services – The service has been taking a proactive approach to tenant review and asset management. This has involved forecasting lease events and using best practice to deal with them and minimise the risks. This includes lease end triggers, rent reviews and rent break clauses.</p> <p>Property Services – The team have also been working closely with tenants to negotiate new leases or lease end details, allowing plenty of time for negotiation or marketing of properties for re-letting.</p> <p>Property Services – The team have been reviewing the performance of properties and considering changes to the portfolio if the rate of return is low and unlikely to improve.</p> <p>Property Services / Financial Services – Working together to agree the property portfolio classifications and ensure consistency across Council documents e.g. Asset Register.</p>
<p>Preventing the New Procurement Rules resulting in inappropriate spending behaviours (UPDATE)</p> <p>As reported previously a new set of Contract and Procurement rules has been developed. This has now been rolled out across all services.</p> <p>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. A threshold has also been introduced before formal justification of spend is required.</p>	<p>Democratic Services – The procurement team is now engaging with many more services than previously, as more people seek guidance which should also help allay uncertainties about maverick spend.</p> <p>Democratic Services / Finance – Meetings being held with all Service Heads to identify any spending plans in the pipeline which may require market testing.</p> <p>Financial Services – The Finance Business Partners (FBPs) are challenging their budget managers when they make purchases to make sure they can be justified.</p> <p>Financial Services / ICT Services - A new tool (Power BI) has been developed to allow managers and FBPs to more easily see how much is being spent with suppliers. This is currently being rolled out, supported by training and guidance.</p> <p>Finance (Internal Audit) – A review is underway to measure how well the new procurement rules are being adhered to. This includes annual testing of suppliers above and below the threshold. The services should be able to justify purchases made and the method of procurement used.</p>
<p>Managing “Fake News”</p> <p>There is a risk that ‘fake news’ about Fareham Borough Council could spread on Social Media, or through local/national media outlets. There is also a risk that the Council perpetuates a fake news story.</p>	<p>Corporate Services (Communications Team) – Staff have attended training on the management of fake news.</p> <p>Corporate Services (Communications Team) – Reputable sites are identified which are used to verify whether facts are accurate.</p> <p>Corporate Services (Communications Team) – Procedure in place to manage any misinformation</p>

Risk or Opportunity	Actions taken
<p>This could cause reputational damage for the Council, or members</p>	<p>broadcasted by a member.</p> <p>Corporate Services (Communications Team) – Post assigned to review social media output of anti-FBC sites each day. If anything is spotted, the administration team of the media site are contacted and asked to correct the accuracy of what is printed.</p>
<p>Pedestrian Access at the Depot</p> <p>The pedestrian access at the depot currently requires members of staff or visitors to walk past the line of vehicles and the Transport repair workshop (TRD) in order to get to office accommodation. Although there are clearly marked pedestrian routes to follow, people are not always easy to see when the larger vehicles are reversing into a space or the TRD.</p> <p>There is therefore considered to be a medium risk of staff or a member of the public being hit by a Council vehicle at the depot.</p> <p>This risk may increase if more vehicles need to be stored at the depot to meet the demands of the new Resources and Waste Strategy.</p>	<p>Environmental Health – A risk assessment was completed by the FBC H&S officer.</p> <p>Street Scene / Property – A feasibility review is being carried out to establish if an access route to the rear of the building is possible.</p> <p>Street Scene – Signage at the depot is being strengthened.</p>
<p>Robust Data Storage Solutions</p> <p>The Council has been looking at its data storage platforms, because the old hardware was no longer supported. A new storage platform is therefore to be rolled out across the whole Council to replace the S drive and the hub.</p> <p>Data security is a fundamental part of GDPR and to be able to store the data securely we need to ensure we are GDPR compliant. 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>However, the main risk being managed by the project is to safeguard robust data management arrangements across the Council.</p>	<p>Democratic Services / ICT – Management team identified to oversee the roll out of the Storage project.</p> <p>Democratic Services / ICT – Project Manager seconded from another service with a focus on GDPR and retention policy / schedules and data management information.</p> <p>ICT Services – IT services are building up a design of the new system for the Council. They have engaged a consultant who has provided advice and confirmation that it is a workable design that should provide significant benefits in terms of future proofing our system.</p> 
<p>Implementing Canvass Reform</p> <p>From July 2020 the annual canvass is being transformed nationally to help reduce the administrative burden and make the process more citizen focussed. The eventual benefits of the reformed canvass should be reduced postage and associated costs.</p>	<p>Democratic Services – Identifying the government funding that is available to help the transition process; for example, we can still apply for JLB (Justification Led Bid) to help with the financial burden of implementing Individual Electoral Registration.</p>