Risk & Opportunity Management Updates

Report by the Director for Digital & Resources

1.0   Summary

1.1   This report provides the regular updates on the management of the Councils' risks and opportunities.

2.0   Background

2.1   The Committee has previously requested that progress update reports on the management of the Councils' risks and opportunities should be reported to the Committee to assist it in its role monitoring the effective development and operation of risk management and corporate governance in the Council.

2.2   Progress continues to be made to monitor and review the full Risk and Opportunity registers:-

- Regular reports on Corporate Risks are reported to the Councils Leadership Team for monitoring and review. A revised set of Corporate Risks and Opportunities has been adopted which reflect the aims set out in the strategic vision (Platforms for our Places);
- Executive Members receive regular reports on the details of Corporate Risks and Opportunities;
- All Service Risks are regularly updated in consultation with Directors, Service Heads, Departmental Management Team meetings and Risk and Opportunity management is being integrated into the culture and working practices of the organisation to ensure that Risks and Opportunities are identified in an open and honest manner ;
- All risks and opportunities are monitored in separate risk and opportunity registers.

2.3   Details of the latest Risks and Opportunities can be viewed via the following links:-

[Corporate Risks and Opportunities](#)
[Communities Directorate Service Risks](#)
[Customer Services Directorate Service Risks](#)
[Digital and Resources Directorate Service RIsks](#)

2.4   It should be noted that there is some information provided in the reports attached to the Risk and Opportunities registers which is of a commercially sensitive and/or confidential nature, therefore, these are not to become broader public documents at this stage but are used for internal management purposes only.

2.5   These regular Risk/Opportunities review techniques continue to expand the coverage of Risk and Opportunity management across the Councils and identification/updates of Risks and Opportunities is closing the gaps on Risks and Opportunity assessments.

3.0   A summary of the Risk and Opportunity Management updates

3.1   A summary of the main changes to the Risks and Opportunities since the last update report is included in the table attached as an Appendix to this report.

3.2   There are currently 120 Risks and 17 Opportunities compared with 122 Risks and 16 Opportunities in the report in January 2017. Some Risks have had their assessment changed, some new Risks and Opportunities have been added and some removed and the details of these changes are set out in the Appendix to this report.

4.0   Proposals

4.1   The Committee is requested to note the continued progress in managing the risks and opportunities and to consider the current status of the Corporate and Service Risks and Opportunities Registers.

5.0   Legal

5.1   There are no legal matters arising as a result of this report. The Joint Governance Committee does have responsibility for receiving the annual risk report and also for monitoring the effective development and operation of risk and opportunity management.

5.2   Risk and Opportunity management is an important element in ensuring that service delivery objectives are achieved.

6.0   Financial implications

6.1   There are no direct financial implications arising from this report. However, some of the risks and opportunities do have potential cost implications.

7.0   Recommendation

7.1   That the progress in managing risks and opportunities be noted and a further progress report be presented to the Committee in November 2017.

Local Government Act 1972
Background Papers:

Risk and Opportunity Management Strategy 2016-2018

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Schedule of Other Matters

1.0   Council Priority

1.1   Matter considered. The Risks and Opportunities are directly linked to the projects and work streams that are in place to help deliver the commitments and activities contained in the Councils' strategic vision 'Platforms for our Places'.

2.0   Specific Action Plans

2.1   The Council's Risk and Opportunity Management Strategy sets out clear governance controls for the management of Risks and Opportunities and part of these include provision for the Service Risks and Opportunities to be considered quarterly by the Joint Governance Committee.

3.0   Sustainability Issues

3.1   Matter considered. Some of the Risks and Opportunities may impact on sustainability.

4.0   Equality Issues

4.1   Matter considered. Some of the Risks and Opportunities refer to equalities issues.

5.0   Community Safety Issues (Section 17)

5.1   Matter considered. Some of the Risks and Opportunities may relate to crime and disorder issues.

6.0   Human Rights Issues

6.1   Matter considered and no direct issues identified.

7.0   Reputation

7.1   Matter considered. Some of the Risks and Opportunities will impact on the reputation of the Councils if they occur.

8.0   Consultations

8.1   As part of this report, relevant Heads of Service and Directors have been consulted on the progress in managing relevant Risks and Opportunities in order to provide updates.

9.0   Risk Assessment

9.1   As part of good governance the Council's need to manage Risks and Opportunities.

10.0 Health & Safety Issues

10.1 Matter considered. Some of the Risks relate to health and safety issues.

11.0 Procurement Strategy

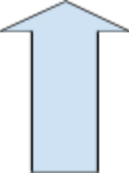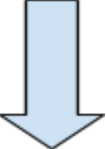11.1 Matter considered. All RIsks and Opportunities refer to relevant procurement processes where appropriate.

12.0 Partnership Working

12.1 Matter considered. The Risks and Opportunities are joint Adur and Worthing Risks and Opportunities and may also refer to any other partnership working as appropriate.

Updates on Risk and Opportunity Management   **APPENDIX 1**

Risk & Opportunity Management Dashboard	June 2017 update	January 2017 update
Corporate Risks & Opportunities	Risks - 7 Opportunities - 5	Risks - 6 Opportunities - 5
Service Risks & Opportunities	Environment - 3 Risks Housing - 10 Risks/ 2 Opportunities Wellbeing - 5 Risks AWCS - 7 Risks Building Control & Land Charges - 6 Risks/1 Opportunity Customer Contact & Engagement - 10 Risks Revenues & Benefits - 6 Risks Business & Technical Services - 6 Risks Digital & Design - 6 Risks Financial Services - 8 Risks/ 1 Opportunity Human Resources - 6 Risks/ 1 Opportunity Legal Services - 3 Risks/ 1 Opportunity Culture - 10 Risks/ 6 Opportunities Place & Investment - 7 Risks Planning & Development (Formerly Economic Growth - 16 Risks	Environment - 3 Risks Housing - 11 Risks/ 2 Opportunities Wellbeing - 5 Risks AWCS - 9 Risks Building Control & Land Charges - 6 Risks/1 Opportunity Customer Contact & Engagement - 12 Risks Revenues & Benefits - 7 Risks Business & Technical Services - 6 Risks Digital & Design - 6 Risks Financial Services - 13 Risks/ 1 Opportunity Human Resources - 6 Risks/1 Opportunity Legal Services - 1 Risk 1 Opportunity Culture - 10 Risks/ 5 Opportunities Place & Investment - 6 Risks Economic Growth - 14 Risks
Number of High Risks on Service Registers	Environment - 1 Housing - 5 AWCS - 1 Customer Contact & Engagement - 3 Revenues & Benefits - 1 Business & Technical Services - 2 Digital & Design - 2 Financial Services - 4 Human Resources -1 Culture - 4 Place & Investment - 1	Environment - 1 Housing - 4 AWCS - 1 Customer Contact & Engagement - 3 Revenues & Benefits - 1 Business & Technical Services - 2 Digital & Design - 1 Financial Services - 4 Human Resources - 1 Culture - 5 Place & Investment - 1

Risks where assessment score has increased since the previous report	**Housing** Carbon Monoxide poisoning - **Risk increased to High from Medium** **Human Resources** Potential impact of capacity and resilience within the HR Team to provide professional support to the organisations strategic vision of reshaped services - **Risk increased to Medium from Low** **Culture** Trust options report - Ongoing consideration of Theatres and Museum becoming a trust. **Risk increased from Low to Medium Risk.**	Culture 1 - (Evening security of venues) - Increased from Medium to High Risk
Risks where assessment score has reduced since the previous report.	**Culture** The venues technical equipment is in need of replacement - **Risk reduced from High to Medium Risk** Connaught Studio seating replacement - **Risk reduced to Low Risk instead of Medium Risk** **Planning & Development** Sale of sites to raise capital - Unable to raise capital by ensuring the timely sale of sites (eg Aquarena site) to allow projects to go forward without a major drain on the revenue budget. - **Risk reduced from Medium to Low Risk.**	AWCS - 3 New legislation (TEEP) - Moved from Medium to Low Risk) Digital Platform - Delays in implementation (reduced from Medium to Low Risk) Continual slippage/delay of digital/AWCS/Customer Contact processes (reduced from Medium to Low Risk) Customer Contact & Engagement - 2 Implementation of a new complaints/compliments system (reduced from High to Medium Risk) Contact Centre - Loss of skilled staff - Reduced from High to Medium Risk Human Resources - 1 Potential impact of capacity and resilience within the HR team to provide professional support to the organisations strategic vision of reshaped services (Reduced from Medium to Low Risk) Digital & Resources Directorate wide - 1 Freedom of Information requests processing - Reduced from High to Medium Risk

New Risks/Opportunities added since last report	**Wellbeing** **New Risk -** Northbrook Project - Structural condition of portakabin. **Legal Services** **New Risk -** Risk of Legal challenge against the decisions made by regulatory Committee due to lack of use of appropriate Sub-Committees for decision making - Medium Risk **New Risk -** Potential fraud matter - Medium Risk **Culture** **New Opportunity -** Ticket shop **New Risk -** Assembly Hall wooden floor **Place & Investment** **New risk -** re Place & Investment restructure **Planning & Development** **New Risk -** Redevelopment of the Worthing Town Hall Civic Centre car park site to provide a health hub - Medium Risk **New Risk -** Replacement IT back office system with new digital solution - Medium Risk
Risks/Opportunities removed since last report.	**Wellbeing** Failure of IT services for new Adur Civic Centre presence. **Adur & Worthing Waste & Cleansing**

	Digital Platform - Delays in implementation Continued slippage/delay of digital AWCS/customer contact processes. **Customer Contact & Engagement** Lack of communications with Service area about ICT change programme. Lack of skilled project managers, business analysts and process redesign staff. The number of elections being held on 7 May 2020 - Resource implications and potential confusion for the public. **Revenues & Benefits** Revenues & Benefits - Potential slippage/delay of Contact Centre and enterprise wide telephony contract **Digital & Design** Organisational change - Restructure of service **Financial Services** Pay awards or inflation vary from those assumed - **Risk amalgamated with risk to overall financial position** Single person specialism Revenue implications of capital decisions are not taken into account Capital receipts lower than anticipated - Failure to actively manage less predictable income streams - **Culture** Connaught ceiling integrity.