



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 Councils.

- 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 which have recently been aligned to reflect the recent Directorate changes.
- 2 training sessions were held on Risk and Opportunity Management earlier in November for all senior staff.

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

[Corporate Risks and Opportunities](#)

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 112 Risks and 16 Opportunities compared with 120 Risks and 17 Opportunities in the report in June 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, the current status of the Corporate and Service Risks and Opportunities Registers and to consider if it would like to receive any further information on any of the Risks and Opportunities.

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;

7.2 That the Committee consider if it would like any further information on any of the Risk/Opportunities; and

7.3 That the Committee agree to receive a further progress report to the Committee in March 2018.

**Local Government Act 1972
Background Papers:**

None.

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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. The Risk appetite approach is to minimise exposure to Risks impacting on reputation.

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.

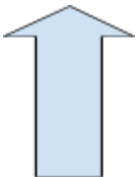
12.0 Partnership Working

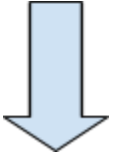
12.1 Matter considered. The Risks and Opportunities are joint Adur and Worthing Risks and Opportunities and may also refer to any other partnership working as appropriate.

Updates on Risk and Opportunity Management

Risk & Opportunity Management Dashboard	November 2017 update	June 2017 update	January 2017 update
Corporate Risks & Opportunities	Risks - 7 Opportunities - 5	Risks - 7 Opportunities - 5	Risks - 6 Opportunities - 5
Service Risks & Opportunities	Environment - 4 Risks Housing - 11 Risks/ 2 Opportunities Wellbeing - 5 Risks AWCS - 5 Risks Business & Technical Services - 5 Risks Customer Contact & Engagement - 6 Risks Digital & Design - 6 Risks Financial Services - 8 Risks/ 1 Opportunity Human Resources - 6 Risks/ 1 Opportunity Legal Services - 2 Risks/ 1 Opportunity Revenues & Benefits - 5 Risks Building Control & Land Charges - 6 Risks/1 Opportunity Culture - 12 Risks/ 5 Opportunities Place & Investment - 6 Risks Planning & Development - 16 Risks	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 - 7 AWCS - 1 Customer Contact & Engagement - 2 Digital & Design - 2 Financial Services - 3 Revenues & Benefits - 1 Culture - 4 Place & Investment - 1	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
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 <p>Risks where assessment score has increased since the previous report</p>	<p>Housing - Failure to manage leaseholder services appropriately. - Risk increased to High Risk. Customer Contact & Engagement - Failure to respond to FOI requests on time - Risk increased to High Risk. Digital & Design - Corporate Telephony - Risk increased to High Risk.</p>
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 <p>Risks where assessment score has reduced since the previous report.</p>	<p>Business & Technical Services - No stock condition surveys in place - Risk reduced to Medium Risk Business & Technical Services - Grafton MSCP condition - Risk reduced to Medium Risk Customer Contact & Engagement - Service redesign does not reduce failure demand as predicted, however, resources reduce based on a forecast demand - Risk reduced to Medium Risk. Digital & Design - Lack of Project Management approach - Risk reduced to Medium Risk. Human Resources - Review of HR staff related policies - Risk reduced to Medium Risk.</p>
<p>New Risks/Opportunities added since last report</p>	<p>Environment - Vibration equipment Housing - Housing Revenue Account - Rent reduction policy - High Risk Housing - Housing Rent collection - High Risk Culture - Connaught Theatres and Studio - Lack of air conditioning Culture - Museum cases Culture - Pavilion Theatres seating - Exposed foam</p>
<p>Risks/Opportunities removed since last report.</p>	<p>Waste & Cleansing - Fleet Management renewal Waste & Cleansing - New legislation TEEP Housing - Failure to deliver the Adur Homes Capital Programme Legal Services - Prosecution - Potential fraud matter Customer Contact & Engagement - Compliments and Information requests - Lack of progress in delivering alternative system by third party. Customer Contact & Engagement - Introduction of new technology - Impact on operational staff in undertaking their day to day duties and serving customers. Customer Contact & Engagement - Governance & Architecture for telephony in the Contact Centre. Revenues & Benefits - Adur Revenues & Benefits service review - Length of time to undertake a review because we are dependent on partners. Culture - Connaught Studio seating Culture - Ticket shop opportunity Place & Investment - Service restructure</p>