

# Orbis risk register as at October 2016

Owners: John Stebbings and Kevin Foster

**Strategic risks** - have the potential to significantly disrupt the business and are mitigated more effectively through cross-working

Ref	Reporting audience	SCC risk refs	Description of the risk	Impact	Likelihood	Score	Inherent risk level (no controls)	Controls	Impact	Likelihood	Score	Residual risk level (after existing controls)	Lead risk owner
ORB02	Orbis	IT4 P04 SS05	<b>Capacity</b> Insufficient capacity to provide ongoing support to services at current levels and also deliver change programmes, including internal change and organisational transformation programmes, leads to lack of awareness by Orbis staff and poor coordination of response, significant delays and reputational damage.	4	4	16	High	<ul style="list-style-type: none"> <li>- Regular review and monitoring across services.</li> <li>- Close working with management teams to ensure confirmation of specifications/ requirement, and alignment of support and change activity.</li> <li>- Provide clarity to customers about resource and capacity.</li> <li>- Engagement with customers through leadership groups and networks.</li> <li>- Prioritise activities and resources as necessary.</li> </ul>	4	4	16	High	John Stebbings
Orb11	Orbis		<p><b>A significant number consultations taking place in a condensed period of time (Aug 17-Mar 18)</b> could impact on morale, productivity and lead to increased absence. There is also an impact on the resources required to support these changes, particularly in HR where job descriptions will need to be written and evaluated across three partners.</p> <p>There is also significant risk of TUs challenging consultation proposals which could lead to delays in implementation and affect the ability to deliver the savings required in 2018/19</p>	4	4	16	High	<ul style="list-style-type: none"> <li>&gt; Review current timelines for consultations and define where there is a possibility to advance or defer consultation timelines in specific services</li> <li>&gt; Understand scope and timeframes for sovereign change programmes and the likely impact on Orbis services during the period Sept 17 - Summer 18.</li> <li>&gt; Review existing resource requirements and assess the suitability of utilising external resource to provide capability and capacity</li> <li>&gt; Set up specific Orbis job evaluation panels to review large quantities of roles</li> <li>&gt; Understanding of existing workloads and pressures on HR advisory teams and identify capacity gaps</li> <li>&gt; Prioritise workloads where possible or seek to identify additional resource requirements where necessary</li> <li>&gt; Early engagement with Trade Unions to ensure they are sighted and understand some of the proposed changes</li> <li>&gt; Regular joint Trade Union meetings across the three authorities</li> <li>&gt; Regular communication between services and Trade Unions</li> </ul>	4	3	12	High	Kevin Foster
ORB10	Orbis	CS05 FN1,2,3 HR01 IT1 P14 PS1	<b>Organisational financial pressures</b> Significant financial pressures in sovereign organisation(s) leads to Orbis business disruption and inability to deliver outcomes effectively (due to additional savings requirements and; or increased pressures for Orbis to support services).	4	4	16	High	<ul style="list-style-type: none"> <li>- Through work on both councils' financial planning processes (MTFP/RPPR), the Director of Finance and Chief Operating Officer identify any strategic implications for Orbis services and alert OLT accordingly.</li> <li>- Oversight and monitoring of the impact of sovereign pressures through OLT and Joint Committee Structure.</li> <li>- Effective engagement through the ABVCSSC/ COB scrutiny processes to ensure there is clarity/ common understanding on Orbis performance and practice.</li> <li>- Development of new partners and business growth to increase financial resilience to support delivery of outcomes.</li> </ul>	4	3	12	High	Kevin Foster

ORB05	Orbis		<b>Decision making</b> Disruption to key decision making due to organisational differences in governance, culture, processes, procedures and Trade Union/employee relations leads to significant delays in policy changes and realising business benefits.	4	4	16	High	- Shared strategy, leadership and visions. - Continuous staff, Orbis community and stakeholder engagement. - Regular meetings with Trade Unions. - Recognise differences (cultural, political, governance) and effectively plan to fulfil sovereign decision making processes. - Clear governance and process structures.	3	3	9	High	John Stebbings
ORB03	Orbis	FN15 IT4 P04	<b>People Resilience</b> Significant reduction in business resilience due to increasing: - workloads and sickness; - loss of / inadequate skills; - staff disengagement impacts on expertise, knowledge and relationships, leading to inability to deliver good quality services and reputational damage.	3	4	12	High	- Joined up recruitment across Orbis. - Regular communications, consultation and engagement with staff. - Orbis epic champions provide key role in supporting staff. - Regular performance conversations with staff, including wellbeing. - Communications engagement plan. - Action plans in response to the staff survey being deployed. - Regular OLT level review of wellbeing data, with targeted initiatives where appropriate. - Use of Digital Media sessions facilitated by OLT Members to capture resilience related issues and provide opportunities for cross functional exposure (Peers support). - Dedicated People Plan being developed and deployed throughout 2017/18 to actively support Orbis Managers during times of change.	3	3	9	High	Sergio Sgambellone
ORB06	Orbis	CS01 IT3 SS02, 07	<b>Systems and technology</b> Lack of investment in and/or delays to implementation of technology (including the Business Solutions Platform) in the context of challenging organisational financial pressures leading to decisions not to invest, in order to instead achieve immediate and near term financial targets. The unintended consequence of stopping investment in IT and Digital capabilities is reduced scope for service redesign and sustainable cost reductions across the organisations (including Orbis service integration and associated savings targets).	3	4	12	High	- Governance through the Architectural Design Authority, Technology Board, OLT and Programme Board. - Delivery of technology enablement through the IT Transformation Programme (a sub programme within the wider Orbis programme). - A promotion of service improvement and cost reduction through process change along with Technology investment to lower the impact and resilience upon large scale technology investments. - Strong investment cases developed to support decisions – being absolutely clear about implications of ‘do nothing’ option to set out the long term impact.	3	3	9	High	Matt Scott
ORB07	Orbis		<b>Integration of Brighton and Hove City Council</b> Moving from collaboration to integration of Brighton and Hove City Council requires resources and support and will impact on agreed priorities/ resource allocation, which may lead to significant changes or delays in the implementation of the business plan.	4	3	12	High	Risk accepted.  - Procurement of transformation partner (EY) has increased capacity and intelligence. - Develop Business Plan 18/19-20/21 through July-Sept 2017 to include refreshed vision and scenario planning against key future business risk areas	3	3	9	High	Kevin Foster
ORB04	Orbis	PO5a SS10	<b>Future business</b> Lack of proactive planning and response to key policy changes, such as academisation of schools and the development of Health and Social Care service delivery models, leads to loss of business and unsustainability.	4	3	12	High	- Build effective relationships with stakeholders. - Proactive response to bids, increasing business and resilience. - Ensure coordinated response to consultations. - Coordinated Growth strategy and cross function Marcomms group. - OLT strategic overview of key policy changes and response. - Develop Business Plan 18/19-20/21 through July-Sept 2017 to include refreshed vision and scenario planning against key future business risk areas	3	3	9	Medium	Kevin Foster

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ORB01	Orbis	IT3	<b>Sustainability</b> Failure to effectively plan to deliver the business plan leads to inability to deliver agreed savings and impacts on long term sustainability resulting in adverse consequences for services (services within Orbis and our customers).	4	4	16	High	<ul style="list-style-type: none"> <li>- Orbis programme office oversight with regular review of risks and issues log.</li> <li>- Regular service and savings plan monitoring with timely escalation of issues.</li> <li>- Effective and timely decision making.</li> <li>- Robust integration and savings plans.</li> <li>- Joint Committee oversight to hold OLT to account (as set out in Inter Authority Agreement).</li> <li>- Service showcase meetings in Dec/ Jan 2017 to assure delivery of service improvement and budget saving plans, and BHCC handover showcases took place in March.</li> <li>- Autumn consultation mapping and analysis for initial consideration by OLT in July 2017</li> </ul>	4	2	8	Medium	Kevin Foster
ORB09	Orbis		<b>Organisational strategies</b> Significant changes in sovereign organisational strategy leads to business disruption and inability to deliver outcomes effectively.	4	3	12	High	<ul style="list-style-type: none"> <li>- Engagement with Corporate management teams and services.</li> <li>- OLT engagement in sovereign organisation change programmes, such as Accountable Care and Services to Schools.</li> <li>- Oversight, influence and engagement via the Joint Committee.</li> <li>- OLT strategic oversight of potential strategy changes, including Chief Executives/Lead Member/ EY strategy event on 13 Jan 2017, and further engagement on 2 May in advance of BHCC soft launch.</li> <li>- Engagement and induction with Members following local elections, including link to sovereign MTFP processes.</li> </ul>	4	2	8	Medium	Kevin Foster

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