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Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions	Financial Implications PLEASE COMPLETE FOR ALL NET HIGH RISKS AND ALL NET MEDIUM FINANCIAL RISKS
BRO/ALL.0405	Bromley Borough	All LBB Divisions	All LBB Sections	<p>Commissioning Agenda</p> <p>Failure to deliver the Council's Target Operating Model as 'a Commissioning organisation, determining who is best placed to deliver high-quality services based on local priorities and value for money principles'.</p> <p>Political - Strategic</p>	Commissioning Executive Team	<p>Controls:</p> <ol style="list-style-type: none"> 1. Commissioning Programme developed 2. Initial pilot of 10 services identified 3. Commissioning Team represented at senior level across the Council 4. Governance arrangements and budget agreed (Executive 3 April 2013) <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Monitoring and progress reports - Proposals relating to individual services to be submitted to the respective PDS Committees for scrutiny and approval 	<p>The objective of the Commissioning Programme is to drive significant financial efficiencies as part of the requirement to save £60 million p.a. by 2018/19</p> <p>Failure to achieve a substantial proportion of these savings will have a dramatic impact on frontline services, our reserves and our reputation for sound financial management.</p>
CEX/ALL.0075	Chief Executive's	All CEX Divisions	All CEX Sections	<p>Project Management</p> <p>Lack of capacity to lead projects, and consequent inability to respond to change initiatives, resulting in project management failings (e.g. timescale / budget overruns) impacting on the delivery of the stated aims of efficiency projects with savings having to be made elsewhere, for example frontline services</p> <p>Personnel - Operational</p>	All CEX Managers	<p>Controls:</p> <ol style="list-style-type: none"> 1. Detailed business case and implementation planning signed off at appropriate level 2. Clear departmental planning with DMT functioning as 'programme level board' 3. Effective training in project management techniques (Prince 2 or equivalent) 4. Regular monitoring reports and review <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Projects prioritised by Members and Chief Officers - Through PADS/PRP, identify need for and provide project management training - Assurance review of project workload to inform future allocation / prioritisation - Identify key management staff 	<p>Any number of projects coming out of the Commissioning and Baseline Reviews are suffering from low project resources and skills, with a consequential impact on project timelines and outcomes. These will impact on the delivery of required outcomes and budget requirements - up to £1m.</p>

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CEX/ALL.0077	Chief Executive's	All CEX Divisions	All CEX Sections	<p>Legislation</p> <p>Breach of statutory obligations through failure of compliance with relevant legislation (e.g. 'Duty to Consult', EU Procurement Rules, Health and Safety etc.) leading to adverse publicity and significant costs including fines</p> <p>Legal - Operational</p>	All CEX Managers	<p>Controls:</p> <ol style="list-style-type: none"> 1. Register of all relevant statutory requirements 2. Regular review of compliance 3. Effective training of managers in requirements of relevant legislation <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Identify, document and review all relevant statutory requirements - Identify and train all staff responsible for meeting statutory requirements 	<p>Although the Council consults on service changes this could lead to judicial review of decisions made. Such cases could lead to adverse publicity but also real resource / financial costs if we were to lose. Depending on the case, this could easily be in the region of £20k to £30k.</p> <p>EU and UK Procurement changes have increased this risk and its consequences. Breaches of the rules could result in large fines. UK legislation does not specify the level of fine but indicates that it must be 'effective, proportionate and dissuasive'. Estimate up to £500k.</p> <p>Corporate Manslaughter Act 2007 - penalties include unlimited fines in the event of a conviction. In a recent prosecution the fine equalled all the company's assets, effectively closing down the business. Based on this the financial impact on Bromley could be £5m upwards.</p>
CEX/AUD.0021	Chief Executive's	Audit	Audit	<p>Fraud</p> <p>Failure to identify and highlight frauds and weaknesses in the system of internal control resulting in losses and reputational damage</p> <p>Professional - Operational</p>	Luis Remedios	<p>Controls:</p> <ol style="list-style-type: none"> 1. Audit plan 2. Reports, advice and guidance to management and Members 3. Priority 1 recommendations reported to Audit Sub-Committee 4. Adequate and effective financial regulations 5. Adherence to CIPFA's Code of Practice for Internal Audit 6. Partnership with Greenwich Fraud Team 7. Anti-fraud and corruption strategy published on the council's website and intranet 8. Whistleblowing procedures <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Delivery of audit plan - Follow up audits - Cyclical reports to Audit Sub-Committee on all fraud investigations including updated fraud register - National Fraud Initiative (NFI) - biennial data matching exercise but with flexibility to upload data as and when required - Mandatory web based training on financial regulations, contract procedure rules and reference to fraud toolkit - Links with Public Sector Fraud Partnership and London Boroughs' Fraud Investigators' Group 	<p>Although loss from internal employee fraud is relatively rare this can occur across all service areas e.g. recent Insurance fraud - £46k (which has since been recovered)</p> <p>In the main fraud losses are benefit related:</p> <ul style="list-style-type: none"> - Investigations identified 73 housing and council tax benefit frauds totalling £425k in 2012/13 - The recent NFI data matching exercise (Nov 2013) highlighted £264k of fraudulent claims including single person discount, student loans and housing benefit

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CEX/ACT.0300	Chief Executive's	Finance	Accountants	<p>Treasury Management</p> <p>Failure to manage and control Treasury Management activities with the result that we do not maximise our interest earnings on balances:</p> <p>Liquidity, Interest rate, Exchange rate, Inflation, Credit and counterparty, Refinancing, legal and regulatory risks</p> <p>Financial - Operational</p>	Martin Reeves	<p>Controls:</p> <ol style="list-style-type: none"> 1. Regular strategy meetings 2. Use of external advisors 3. Internal Audit review of activities 4. Reporting to Members 5. Adoption of CIPFA Treasury Management Code of Practice <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Periodic reviews of approach in light of economic environment - Regular meetings between officers (Director of Finance and Principal Accountant) to review strategy and ensure 'best value' for Council investments - Quarterly investment performance reports to E&R PDS Committee - Regular meetings / discussions with external auditors 	<p>£264m currently invested with banks and other financial institutions (Sept 2014). Limits placed on total sums invested with individual counterparties, both monetary and time. Officer strategy meetings agree action on maturing deposits., taking account of current interest rates, counterparty availability, the future maturity profile and other market factors. In accordance with the CIPFA Code, the Council takes all recommended steps to minimise risk, with security and liquidity the main priorities before yield.</p> <p>Assuming a rate of 1% we budgeted for net interest earnings of £1.6m in 2014/15 which could be considered the value 'at risk'. In practice , however lower rates and shorter investment periods mean that interest earned on any individual investment remains relatively low. At this stage, it is estimated that increased average balances will offset the interest rate reductions and will enable the budget for interest earnings to be achieved.</p>
CEX/ACT.0298	Chief Executive's	Finance	Accountants	<p>Banking Failure</p> <p>Banking failure with the result that our investments are at risk and subject to a prolonged recovery process</p> <p>Financial - Operational</p>	Martin Reeves	<p>Controls:</p> <ol style="list-style-type: none"> 1. Annual investment strategy 2. Review of counterparty list 3. Monitoring via Sector (external advisors) 4. CIPFA Treasury Management Code of Practice <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Quarterly reports to Executive - Quarterly reports to E&R PDS and Portfolio Holder - Detailed review of approach - Intensified monitoring of position - Adoption of Code of Practice - Approval of annual strategy by Full Council (February) 	<p>Bromley had £5.1m invested with the Heritable Bank at the time of the Icelandic banking collapse in 2008. To date some £4.8m has been recovered with further recoveries expected (Sept 2014).</p> <p>Although our investment criteria has been tightened since then, continued uncertainty in the financial markets and banking sector we remain at risk that one or more of our investment counterparties may suffer severe liquidity problems. Currently we have £264m placed on deposit with various financial institutions up to limits set down in our annual investment strategy (e.g. we have set limits of £40m to both Lloyds and RBS up to 2 years). Although it is difficult to predict, another financial meltdown could, on a worse case basis, result in another Heritable Bank scenario.</p> <p>By definition, any investment is risky to a degree, but the controls in place seek to minimise / manage these risks as much as possible to protect the principal sums. It is difficult to predict a sum that may be 'at risk', but, if we assume that only one bank goes under, it could be between £5m and £40m.</p>

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CEX/ACT.0299	Chief Executive's	Finance	Accountants	<p>Pension Fund</p> <p>The Pension Fund does not have sufficient resources to meet all liabilities as they fall due:</p> <ol style="list-style-type: none"> 1. Investment markets fail to perform in line with expectations 2. Market yields move at a variance with assumptions 3. Investment managers fail to achieve their targets over the longer term 4. Longevity horizon continues to expand 5. Deterioration in pattern of early retirements 6. Changes to regulations e.g. more favourable benefits package 7. Administering authority unaware of structural changes in an employer's membership e.g. large fall in employee members, large number of retirements <p>Financial - Operational</p>	Director of Finance	<p>Controls:</p> <ol style="list-style-type: none"> 1. Financial: Monitoring of investment returns - analysis of valuation reports 2. Demographic: Longevity horizon monitored at triennial reviews - quarterly review of retirement levels 3. Regulatory: Monitor draft regulations and respond to consultations - actuarial advice on potential where appropriate 4. Governance: Encourage other employers to keep Council informed of changes. Bromley Mytime employer's contribution rate to be reviewed annually towards end of contract 5. New governance arrangements to be implemented following issue of regulations and guidance <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Quarterly reports to Pensions Investment Sub-Committee - Funding Strategy Statement - Statement of Investment Principles - Communications Policy - Governance Policy - Triennial valuation by actuary 	<p>At the last valuation of the Council's Pension Fund in 2013, it was deemed by the actuary to be 82% funded, with a net deficit of £92m. The triennial valuation sets the level of employer contributions required to eliminate the deficit in a specified time-frame - in Bromley's case, Members agreed this at 15 years.</p> <p>Scenario testing is carried out at and between valuations and quarterly monitoring reports to the Pension Investment Sub-Committee review the performance of investments, early retirements and give information on scheme changes.</p> <p>In practice, the fund will always have sufficient resources to meet liabilities as they become due, so it is impossible to identify an 'at risk' figure.</p>
CEX/ACT.0305	Chief Executive's	Finance	Accountants	<p>Capital Income</p> <p>Capital income shortfall due to a reduction in capital receipts and delays in disposals as a result of the economic environment</p> <p>Economic - Strategic</p>	Martin Reeves	<p>Controls:</p> <ol style="list-style-type: none"> 1. Close monitoring of spend and income 2. Reporting to Members 3. Tight control of spending commitments <p>-----</p> <p>Actions:</p>	<p>The capital programme includes receipts of £12m in 2014/15, £6m in 2015/16, £5m in 2016/17 and £1m per annum in later years. The financing model assumes all planned receipts are achieved and reflects prudent assumptions on the level of capital receipts. The figures include estimated receipts in respect of the disposal of the two remaining main sites in the disposal programme: Tweedy Road and Bromley Town Hall.</p> <p>The Director R&T advises that given the change in the property market - volumes have increased as has market activity - delays are likely to be more around planning issues.</p>

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CEX/FIN.0019	Chief Executive's	Finance	All Finance Sections	<p>Budget</p> <p>Systems for identifying and alerting managers on budgetary failures to ensure that significant variances are reported to senior management and/or Members as soon as possible</p> <p>Financial - Operational</p>	Lesley Moore	<p>Controls:</p> <ol style="list-style-type: none"> 1. Bi-monthly budget monitoring to DMTs, and COE after reporting to service managers. Annual timetable produced, standards agreed and implemented 2. Reports during June to March period with early warnings/key budget areas identified during remainder of year. 3. Escalation routes agreed re overspend areas including option of early reporting to Members 4. Review and continuation of Heads of Finance obtaining 'sign off' budget monitoring statements with managers establishing the robustness of the systems 5. Heads of Finance required to review systems and introduce improvements 6. Monthly monitoring of key budget areas where high risk of volatility in projections e.g. SEN, SS placements, parking income and report impact of economic downturn 7. Budget monitoring reports to include identification of impact on future years 8. Monthly full budget monitoring reports available to budget holders <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Formal structures and procedures in place for monitoring and corrective action to minimise risk (Process and structures to be reviewed monthly) - Implemented changes to monitoring arrangements to support any further structural / accountability changes 	<p>Accurate budget monitoring allows the Council to plan ahead and understand the service pressures that will impact on future years.</p> <p>This in turn ensures that our 4 year financial forecast is robust and allows sufficient time for planning and implementing savings required to balance the budget.</p>
CEX/FIN.0282	Chief Executive's	Finance	All Finance Sections	<p>Budget</p> <p>Failure to produce and deliver a balanced budget which meets priorities.</p> <p>Greater financial uncertainty to reflect impact of public finances and austerity measures. Reduced income during the current economic period, whilst key service pressures due to demographic and other factors remain.</p> <p>Economic - Strategic</p>	Director of Finance	<p>Controls:</p> <ol style="list-style-type: none"> 1. Management of Risks document covering inflation, capping, financial projections etc. attached to budget reports 2. Departmental risk analysis <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Regular reporting of financial forecast updates (at least 3 times a year) to provide an update of financial impact and action required - Obtain monthly trend / current data to assist in any early action required - Obtain regular updates / market intelligence 	<p>The Council has a budget gap of over £60m per annum by 2018/19. The Local Government Finance Act 1992 highlights councillors having a legal duty to set balanced annual budgets and ensure they are robust and have adequate reserves. It is essential that action is taken as soon as possible to address the budget gap and mitigate against the risk of statutory duties not being fully met.</p>

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CEX/HSD.0370	Chief Executive's	Regeneration and Transformation	Strategic Housing	<p>Capital Grant</p> <p>Lack of availability of external Capital Grant to deliver key housing schemes for range of client groups and corporate / portfolio plan priorities.</p> <p>Registered Providers (RPs) have advised the Council that there are a lack of available, suitable sites within the Borough on which new affordable housing schemes can be developed over the short to medium term in order to assist in meeting the Council's statutory housing and homelessness duties. This means that there will be limited bids by RPs to the Greater London Authority to access 2015-18 GLA Available Housing Funds to enable new development in Bromley.</p> <p>Financial - Operational</p>	Kerry O'Driscoll	<p>Controls:</p> <p>1. Areas identified</p> <p>-----</p> <p>Actions:</p> <p>- Planning to address impact</p>	<p>There is a financial impact on Housing Needs in ECHS, as a failure to develop affordable housing schemes may lead to an increase in homelessness and increase demand for bed and breakfast accommodation.</p>
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ECS/SSC.0178	Education and Care Services	Children's and Adult Social Care	Children's and Adult Social Care	<p>Recruitment and Retention of Social Care Staff</p> <p>Impact of failure to recruit and retain suitably qualified and experienced Children's Social Work staff (national problem which particularly affects London and the South East), Occupational Therapists and Adult Social Care posts:</p> <ul style="list-style-type: none"> - Budget instability arising from costly agency placements (children) long term residential placements (adults); - Fall in performance against PIs (both children and adults); - Inability to deliver improved outcomes for children and adults, meet statutory duties, safely manage risk to children; - Lack of timeliness in responding to assessment requests leading to a delay in key preventative services being delivered; - Possibility of poor inspection outcomes; - CSI Improvement Plan targets may not be achieved. <p>Personnel - Operational</p>	AD Children's Social Care AD Adults Care Services	<p>Controls:</p> <ol style="list-style-type: none"> 1. Regular six weekly monitoring of staffing positions with HR. 2. Adherence to recruitment and retention strategies. 3. Strict monitoring of supervision/appraisal/performance data. 4. Planned refresh of the Recruitment and Retention Strategy for 2015/16 . <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Children's Social Care supervision procedure to be implemented in Adult Social Care. Emphasis on improved quality of supervision, volume and quality of work undertaken. - In Feb 2010 Executive approved £817k 'Invest to Save' money over 4 yrs for a Recruitment & Retention scheme for Children's Social Work staff. Funding for this scheme expires in March 2014 and review has concluded it will be necessary to continue with the package to remain competitive. Package continued for 2014/15 <p>Outcomes:</p> <ul style="list-style-type: none"> > Achieve a 10% vacancy rate; > Reduction in the use of locums, for Adult Social Care, whilst maintaining balance with permanent staffing levels in view of market testing and potential for reduction in permanent staff. > Strengthen supervision (quality and capacity) > Manageable caseloads and succession planning; - Capacity of Children's Social Care Services to address increased work-loads strengthened. - Capacity of Legal Services to address statutory functions in relation to Child Care Proceedings strengthened. - Examine merger with BHC, secondments from NHS, market supplement and external supply i.e. a R&R strategy for OT's; - Targeted social work students placements, market supplement i.e. a R&R strategy for social care staff; <p>-----</p> <p>Financial Implications:</p> <ul style="list-style-type: none"> - There is a financial impact here but it is being managed. Recruitment, retention packages & recruitment drives, etc. are 	<p>The current Bromley maximum qualified social worker salary (incorporating additional supplementary/retention payments) is £36,918. Based on the maximum hourly rate paid by Bromley of £30.00 per hour, the annual locum rate equates to £56,310.</p> <p>For Senior Practitioners, the current maximum salary (incorporating additional supplementary/retention payments) is £41,789. Based on the maximum hourly rate paid by Bromley of £32.00 per hour, the annual locum rate equates to £60,064</p>
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ECS/HSN.0371	Education and Care Services	Housing Needs	Housing Needs	<p>Bed & Breakfast</p> <p>Housing client pressures and the effects of bed and breakfast accommodation. Rising use and cost of B&B.</p> <p>Social - Strategic (sub: Operational - Financial)</p>	AD Housing	<p>Controls:</p> <p>1. Continue to focus on preventing homelessness and diversion to alternative housing options</p> <p>-----</p> <p>Actions:</p> <p>- Seeking new and alternative forms of temporary accommodation and supply</p> <p>- Invest to Save project</p>	<p>Temporary Accommodation budgets are currently forecast to overspend by the latest approved budget by £765k (full year effect £1,258k). Increased client numbers (net increase of 15 per month during 2013/14, inclusive of Welfare Reform) and rising unit costs are evident and the projections assume the trend continues during this financial year. The increase has been noticeable across all London Boroughs and is the result of pressures of rent and mortgage arrears coupled with a reduction in the number of properties available for temporary accommodation. There are high levels of competition and evidence of outbidding between London Boroughs to secure properties and this has contributed towards the high cost of Nightly Paid Accommodation.</p> <p>The full year effect of the proposed overspend is currently anticipated to be a pressure of £1.2m in 2015/16 however, this only takes account of projected activity to the end of March 2015 and does not include any further growth in numbers beyond that point.</p> <p>Budgets will continue to be monitored closely during the financial year and officers are currently modelling different scenarios to quantify the effect of further possible initiatives and also the most appropriate deployment of existing initiatives to maximise financial benefit. £1.2m held in the central contingency for impact of Welfare Reform not yet drawn down.</p>
ENV/ALL.0157	Environment and Community Services	All ENV Divisions	All ENV Sections	<p>Operational Emergencies</p> <p>Operational Emergencies (e.g. extreme heat, storms, floods, snow or other emergency) - leading to major disruption of highways infrastructure and service provision in general</p> <p>Physical - Operational</p>	All ENV ADs	<p>Controls:</p> <p>1. Corporate Major Emergency Plan</p> <p>2. E&CS Incident Plan</p> <p>3. Service Business Continuity Plans</p> <p>-----</p> <p>Actions:</p> <p>- Liberata provides an Out-of-Hours emergency service (currently through Careline) on 0300 3038671</p>	<p>The cost of an extreme weather event is estimated at £800k based on our experiences in the winters of 2009/10 ('The Big Freeze' when there large snowfalls in December and January) and 2010/11 (the coldest December in 100 years) which resulted in large overspends in each year for winter maintenance, including repairs to potholes and additional snow waste collection costs.</p>
ENV/ALL.0209	Environment and Community Services	All ENV Divisions	All ENV Sections	<p>Business Continuity</p> <p>Failure to implement and keep up-to-date effective corporate Business Continuity Plans leading to non provision of critical services</p> <p>Reputational - Strategic</p>	Jim Cook	<p>Controls:</p> <p>1. Corporate Risk Management Group (Chaired by Chief Exec) now encompasses Business Continuity</p> <p>2. Review of current status of BCPs</p> <p>-----</p> <p>Actions:</p> <p>- Re-establish BCM Programme Management</p> <p>- Corporate BCM Review (underway)</p> <p>- Enhance understanding of the risks</p> <p>- Consider additional central resources to support and coordinate BCM</p>	<p>This risk potentially applies to all services and so is difficult to quantify financially.</p> <p>However, as an illustration, a general failure of the Council's IT systems could lead to a loss of around £100k per day in staff productivity.</p>

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ENV.ALL.0409	Environment and Community Services	All ENV Divisions	All ENV Sections	<p>Emergency Planning</p> <p>Failure to prepare professionally and effectively for a wide range of emergencies leading to the inability of the organisation to fulfil its statutory response and recovery role.</p> <p>Reputational - Strategic</p>	Jim Cook	<p>Controls:</p> <ol style="list-style-type: none"> 1. Corporate Emergency Response Plan 2. Training, Testing and Exercising 3. Corporate Risk, H&S and Resilience Group 4. Multi-agency assessment of emergency risks <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Greater Corporate awareness and support - Development of risk specific arrangements in accordance with Minimum Standards for London and informed by the Borough Risk Assessment - Implement on-call rota for Emergency Response Manager - Recruit and train more Emergency Response Volunteers 	<p>The cost to organisation is difficult to quantify with any certainty due to the number of ways in which this risk could manifest.</p> <p>The following costs are likely to be incurred: Response (staff, contractors, welfare, shelter, transport etc). Clear up Recovery and restoration Post incident litigation and/or compensation</p> <p>The Bellwin Scheme for emergency financial assistance (i.e. the point at which the authority can claim) for 2013/14 was set at £667,000. Therefore the organisation should be prepared to absorb costs of at least up to this amount. However, there are emergency scenarios which could exceed this figure and financial assistance is not guaranteed.</p>
ENV/CSU.0288	Environment and Community Services	Public Protection	Community Safety	<p>Crime</p> <p>Falling public confidence in Council around fear of crime leading to reputational risk</p> <p>Reputational - Strategic</p>	Rob Vale	<p>Controls:</p> <ol style="list-style-type: none"> 1. Communications strategy to raise public confidence <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Safer Bromley Partnership newsletter report on activities of the Partnership 	<p>A reduction in resources within the Community Safety team, both at practitioner and senior level has resulted in a review of the service area priorities, which in itself may increase reputational if the outcomes are not met. In addition, there have been a number of additional demands on the service as a result of legislative change and pan London guidance e.g. Community Trigger and IOM</p>
ENV/ENP.0096	Environment and Community Services	Public Protection	Environmental Protection	<p>CCTV</p> <p>Failure to upgrade Closed Circuit Television (CCTV) system, which is no longer technically supported, leading to service loss and loss of parking income</p> <p>Physical - Operational</p>	Jim McGowan	<p>Controls:</p> <ol style="list-style-type: none"> 1. Regular monitoring of system by CCTV Manager 2. Major problems are reported as soon as they occur <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - System Rebuild at a cost of c£340k agreed by Executive 	<p>The cost of upgrading the CCTV system is estimated at c£340k. If the CCTV system failed and wasn't replaced, the financial impact would be the current CCTV-related income projection of £1.027m. If proposed legislation is enacted to restrict parking enforcement using CCTV, then cameras could only be used to enforce bus lanes and the income would fall to c£350k.</p>
ENV/PAR.0393	Environment and Community Services	Transport and Highways	Parking	<p>Income</p> <p>Proposed Government changes to Parking Regulations leading to major Loss of Parking income from fixed and mobile CCTV enforcement (fines)</p> <p>Financial - Operational</p>	Paul Symonds	<p>Controls:</p> <ol style="list-style-type: none"> 1. Continue to lobby DfT against the proposals 2. Ensure Portfolio Holder and Leader are fully briefed <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Contingency planning 	<p>Government draft legislation proposes banning CCTV enforcement, and extending grace periods for parking prior to penalties being issued. The total cost implications which relate mainly to a reduction in income could exceed £1m per annum. The provision for risk/uncertainty included in the Council's Central Contingency reflects the impact of this uncertainty.</p> <p>If legislation is enacted to restrict parking enforcement using CCTV cameras, then static CCTV cameras would only be allowed to enforce bus lanes and then the income figure will drop to £350k.</p>

SEE TAB FOR 'INSTANT GUIDE TO RISK MANAGEMENT'

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INSTANT GUIDE TO RISK MANAGEMENT				
The Process	Identify your risks	Assess your risks	Control your risks	Monitor and Review your risks
<p>Risk Management is an important element of the system of internal control. It is based on a process designed to identify and prioritise risks to achieving Bromley's policies, aims and objectives.</p> <p>The Risk Management process is a continuous cycle:</p> <p>Using your objectives Identify your risks> Assess your risks > Control your risks> Monitor and Review your risks.</p> <p>Useful definitions:</p> <p>Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives.</p> <p>Risk is the chance of something happening which will have an impact on objectives.</p> <p>The message is that if you don't manage your risks then you are unlikely to achieve your objectives</p>	<p>Brainstorming session using IE&E plans and departmental objectives, to identify threats and opportunities.</p> <p>Useful analytical tools:</p> <p>Political Economic Social Technological Legal Environmental</p> <p>PESTLE provides a simple and useful framework for identifying and analysing external factors which may have an impact on your service.</p> <p>Strengths Weaknesses Opportunities Threats</p> <p>Using the PESTLE output SWOT is a technique that can help a service to focus on areas for improvement and opportunities that could be pursued.</p> <p>Remember if it can go wrong it will go wrong.</p>	<p>We use a 5 x 5 matrix to assess risks (see Risk Matrix worksheet).</p> <p>Risk is scored using the RAG traffic light system:</p> <p>Red = High Amber = Medium Green = Low</p> <p>There are two risk variables that make up the overall risk rating:</p> <p>Impact – how minor / severe is it when it happens? Likelihood – how likely is it / how often does it happen?</p> <p>The Risk Management Toolkit provides detailed guidance on how to score these.</p> <p>Some of these assessments can be based on past experience. In other cases you will need to take a view.</p> <p>We measure both gross risk (before any controls are taken into account) and net or residual risk.</p>	<p>Consider the controls you have in place to mitigate or reduce the risk.</p> <p>What further controls are required? Record these as actions until they are completed.</p> <p>Consider the cost of any controls against the potential benefit gained.</p> <p>What is our Risk Appetite? An element of risk is unavoidable or we would never do anything!</p> <p>AVOID a risk – stop doing the activity</p> <p>REDUCE a risk – put additional controls in place</p> <p>TRANSFER a risk – by insuring or passing the risk to a third party</p> <p>TAKE a risk – monitor to ensure the impact and likelihood do not change</p> <p>Risk of service failure can be minimised by ensuring effective Business Continuity Plans are in place. For guidance contact the Emergency Planning & Corporate Resilience Manager Jim Cook x4388.</p>	<p>Risks should be reviewed at least annually and whenever your business plans change.</p> <p>Remember risks evolve and change over time. Are the controls still effective?</p> <p>Your aim should be to:</p> <p>Manage threats that may hinder delivery of priorities and maximise opportunities that will help to deliver them.</p> <p>The Bromley Risk Register is maintained centrally by Audit and includes details of the risks, risk owners, controls and actions. Contact Dave Stevenson x4282.</p> <p>Further guidance on Risk Management can be found in the Managers' Toolkit on onebromley. This also provides links to the Risk Management Strategy, Risk Management Toolkit and Risk Register.</p> <p>The site also provides a link to the Health and Safety Unit who carry out safety inspections. For guidance contact the Corporate Safety Adviser Patricia Hook x7584..</p>