

Environment & Community Services (ECS) Risk Register

												DATE LAST REVIEWED:	09/10/17
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
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1	All ECS	Emergency Response An ineffective response to a major emergency / incident internally or externally	Cause(s): Emergency may be triggered by storms, floods, snow , extreme heat or other emergency. Ineffective response could be caused by capacity and organisational issues Effect(s): - Failure to fulfil statutory requirements and recovery role - Major disruption to highways infrastructure and service provision in general.	Service Delivery	2	4	8	1. Corporate Major Emergency Response Plan 2. E&CS Incident Plan 3. Service Business Continuity Plans 4. Out-of-Hours Emergency Service 5. Winter Service Policy and Plan reviewed annually 6. Corporate Risk Management Group 7. Corporate Emergency Response Plan 8. Training, Testing and Exercising 10. Multi-agency assessment of emergency risks	2	3	6	- 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	All ECS
2	All ECS	Loss of Central Depot Major incident resulting in loss of access or total / partial loss of the borough's main vehicle depot	Cause(s): Fire, explosion, train de-railing etc. Effect (s): Significant service disruption (Waste, Street Cleaning, Fleet management etc.)	Service Delivery	2	3	6	1. Contingency plans for: - Alternative vehicle parking - Temporary relocation of staff - Storage of bulky materials 2. Key Business Continuity Plan agreed 3. Close liaison with Waste Contract management, depot users e.g. Kier (Street Cleansing) and Highways Winter Service Team 4. Health & Safety forum across site users. 5. Inspection regime in place.	1	3	3	- Consideration of issue as part of Environmental Services Contract	Paul Chilton
3	All ECS	Fuel Shortage Fuel shortage impacting on transport fleet and service delivery	Cause(s): National fuel shortage caused by picketing or other external factors. Effect (s): Failure to provide critical services and impact on residents and customers	Service Delivery	1	3	3	1. Identified alternative fuel supplies at contractors and neighbouring boroughs 2. Designated Filling Station Pratts Bottom identified under National Emergency Plan by London Resilience Team as designated fuel supply for LBB logoed vehicles 3. Fuel store at Central Depot 4. Ongoing liaison with London Boroughs concerning collaboration and assistance	1	2	2	- Ensure contractors have adequate arrangements	Paul Chilton
4	All ECS	Ineffective Business Continuity arrangements	Cause(s): Failure to implement and keep up to date effective corporate Business Continuity Plans Effect (s): Non provision of critical services following a major incident	Service Delivery	3	4	12	1. Corporate Risk Management Group (Chaired by Pete Turner) now encompasses Business Continuity 2. Review of current status of BCPs	3	3	9	- Re-establish BCM Programme Management - Corporate BCM Review (underway) - Enhance understanding of the risks - Consider additional central resources to support and coordinate BCM	Laurie Grasty
5	Public Protection	Outbreak of an infectious disease	Cause(s): Numerous external causes outside of Bromley's control. Effect(s): Disruption to normal services due to staff sickness and high demand on services from community	Service Delivery	1	5	5	1. Notifiable Infectious Disease Protocol in place (with Public Health England and DEFRA) including out-of-hours provision 2. Flu Pandemic Plan also in place	1	5	5	- Regular multi-agency review of Protocols - Consider immunisation for key staff - Implement BCPs as appropriate. Each Executive Director/Director should develop contingency plans to ensure service continuity in the event of a major outbreak affecting significant staff	Paul Lehane
6	All ECS	Line of business systems IT failure	Cause(s): Network, software, hardware problems Effect (s): Impacting on service delivery and contract liaison	Service Delivery	3	3	9	1. Paper-based system implemented when network problems exist 2. Ongoing discussion with Corporate IT to reduce likelihood of IT failure	3	3	9	- Review and refresh ICT Quality Assurance Procedures accounting for more mobile working - Ensuring issue addressed in future contracting arrangements	Dan Jones
7	All ECS	Health & Safety (Department) Ineffective management, processes and systems within ECS	Cause(s): Failure to take departmental action to reduce likelihood of accidents, incidents and other H&S issues (inc. slips, trips and falls) Effect (s): Fines from HSE and increased insurance claims.	Health & Safety	2	4	8	1. Workplace Risk Assessments (including lone and home working) 2. Accident & Incident Reporting system (AR3 & Riddor) 3. Contractor Inspection Reporting system 4. Interface with Corporate Risk Management Group 5. Annual audits and annual paths surveys (parks) 6. Cyclical 5 year survey of park trees and highway trees 7. Footway inspections	2	3	6	- Ensure Workplace Risk Assessments (inc. Homeworking) updated annually, and that a biennial reviews conducted - Encourage reporting of all significant accidents and incidents using AR3 form (and reporting of RIDDOR incidents) - Use of newly revised Contractor Inspection Reporting forms (and consideration of electronic forms) - Ensure resource exists to discharge statutory functions	All ECS
8	Public Protection	Health & Safety (Council) Ineffective management, processes and systems across Bromley	Cause(s): Capacity to discharge the Council's H&S responsibilities Effect (s): Potential prosecution of council and / or civil claims for compensation	Health & Safety	2	4	8	1. 0.6 fte Corporate Safety Advisor employed (Post filled 0.6 fte from 7 Nov 17). 2. Safety Policy reviewed and updated regularly 3. Commitment to HSW from Chief Executive and Directors 4. Risk assessment & proactive monitoring in place to ensure highest standards for Council premises, equipment & activities. 5. Supported by H&S training programme and network of policies and procedures (regularly reviewed) 6. Divisional Safety Committees meet regularly 7. Properly related HSW matters now provided through Amey	1	3	3	Propose dedicated Corporate H&S Group?	Paul Lehane

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9	All ECS	Budgetary variations due to reduced income	Cause(s): <ul style="list-style-type: none"> - Improved Street Works performance by utility companies (reduced fines) - Under-achievement of expected car parking income and parking enforcement, due to economic climate or resistance to price increases and reduced incidents. - Loss of income from Penalty Charge Notices for Bus Lane Enforcement activity - Reduction in Street Enforcement activity (Fixed Penalty Notices) - Failure of APCOA to provide contracted services (e.g. strikes) - Removal of council exemption for charging VAT on commercial waste impacting on pricing and therefore income. Effect (s): Loss of income to council with potential to impact availability of funds to deliver services.	Financial	3	2	6	<ul style="list-style-type: none"> - Regular monitoring - monitoring of contractor performance (e.g. only issue good quality PCNs) - good debt recovery systems - monitoring parking usage and avoid excessive charge increases - Provide attractive, safe clean car parks - Reviewed fees and charges to optimise Trade Waste income - Regular contractor meetings where required - APCOA for the Shared parking contract 	2	2	4	<ul style="list-style-type: none"> - Refine procedure for resolving disputes with utilities - Review parking tariff structures annually - Monitor income trends - Monitor for signs of success in achieving enforcement objectives - Benchmark charges against other authorities and local private sector competitors - Work with Contractor to explore economies of scale - Intelligence-led targeting of hotspot sites for enforcement 	All ECS
10	All ECS	Delivery of 2019 Environment Services Strategy (technical issues) Failure to deliver on the following: - Secure sufficient capacity at Waste Disposal Facilities to handle / process future need - Address over-reliance of waste tenders on unproved technology or unbuilt plant - Defra waste collection methodology harmonisation review may require changes to frequencies / segregation / containers - Failure to provide sufficient finance to meet the public's aspirations for improved street cleanliness - Improving the Street Scene - Proposed EU Waste / Circular Economy Directive should place all compliance cost on producers benefitting the Council (e.g. extra processing capacity / systems). Risk this may not happen by 1 April 2019 (or only partially happen)	Cause(s): Technical issues containing the Environmental Services contract procurement process Effect (s): <ul style="list-style-type: none"> - Higher service costs - Reduced capacity - Reduced satisfaction in the Council leading to reputational damage 	Financial / Operational	3	4	12	<ul style="list-style-type: none"> - Programme Board aware of issue and need to scrutinise unproven / unbuilt proposals - LBB input to Defra Waste Collection Harmonisation Steering Group and will Provide early feedback on any possible changes - Process & frequency Plan for each service - Consideration by Programme Board: e.g. secure sufficient guaranteed but flexible capacity 	2	2	4	<ul style="list-style-type: none"> - In partnership with Street Environment Contractor, regularly monitor and review the delivery of the revised cleansing frequencies, highlighting areas of concern, implementing necessary actions, and escalating concerns to senior management and Councillors. Programme of additional works involving deep cleaning and weekend Street sweeping. - Ensure responsibility to secure assured capacity is clearly placed on contractor in contract specification - Assess tenders to ensure sufficient capacity including capacity to accommodate future waste growth - Map which other councils / contracts may be let during similar timeframe (competition for capacity) 	Dan Jones
11	Public Protection	Food Standards Agency Audit Failure to meet required service standards as required by Food Standards Agency Audit (April 17) due to a	Cause(s): Lack of resource to meet code of practice service standards Effect(s): Leading to reputational damage and possible use of power of direction.	Service Delivery, Health and Safety, Reputational	4	4	16	<ul style="list-style-type: none"> - Current levels of resourcing - Prioritised according risk 	3	3	9	<ul style="list-style-type: none"> - Executive agreed funding for 5 additional posts - Recruitment is underway but there is a high risk of not being able to recruit to these posts. Update 15/11/17. 2 contractors engaged. 1 full time , 1part time for temporay posts. Interviews held 6 and 7 Nov for full time staff. 2 offers made. 	Paul Lehane
12	All ECS	Loss of businesses from town centres	Cause(s): Failure to redevelop high streets Out of town developments and online shopping Effect(s): Reduction in high street business and market stall occupancy Loss of income (Business rates and market stalls) Poor public perception and negative publicity	Financial / Reputational	3	4	12	<ul style="list-style-type: none"> - BID Teams organise town centres events - Investment in Orpington High Street and Bromley North (done) - Regular advertising / promotion of Markets and availability of stalls - Review of Market operational costs to reduce costs where possible - Regular maintenance and renewal of market infrastructure 	2	3	6	<ul style="list-style-type: none"> - Ongoing review of market provision linked to outsourcing service provision to Bromley Business Improvement District - Detailed annual action plan to be drawn up for each town centre 	Jim Kehoe Colin Brand Dan Jones
13	All ECS	Recruitment and retention of quality staff	Cause(s): Unavailability of suitably qualified / experienced staff to replace retirees and loss of staff. Particular problem within Planning, Environmental Health and Traffic (to TfL which offers better remuneration and career progression) divisions. Effect (s): Leading to impact on production and delivery of Local Implementation Plan and potentially greater reliance on contracted staff and loss of organisational memory	Service Delivery	3	3	9	<ul style="list-style-type: none"> - Ongoing programme to find and retain quality staff through internal schemes such as career grades and ongoing CPD 	2	2	4	<ul style="list-style-type: none"> - Consider potential for contractors to supply necessary skills 	Angus Culverwell

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14	All ECS	Climate change Failure to adapt to our changing climate	Cause(s): Severe weather events including extreme heat, storms, floods etc Effect (s): Resulting in threats to service provision, environmental quality and residents' health	Service Delivery	3	3	9	- Adopt best adaptation practice identified through London Climate Change Partnership, UK Climate Impacts Programme, and the Local Adaptation Advisory Panel - LBB Surface Water Management Plan and Draft Local Flood Risk Strategy	2	3	6	- Liaise with Public Health on cross-cutting issues e.g. excess summer deaths and vector-borne disease etc	All ENV ADs