

Environment & Community Services (ECS) Risk Register

													DATE LAST REVIEWED:	17/12/2018
No.	ECS RISK REF	DIVISION	RISK TITLE & DESCRIPTION	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK			FURTHER ACTION REQUIRED	RISK OWNER
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1	1	All ECS	Emergency Response Failure to respond effectively 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/or organisational issues Effect(s): - Failure to fulfil statutory duties in timely manner - Disruption to infrastructure and service provision in general	Service Delivery	2	4	8	1. Corporate Major Emergency Response Plan 2. E&CS Incident Plan (held by Emergency Planning) 3. Service Business Continuity Plans 4. Out-of-Hours Emergency Service 5. Winter Service Policy and Plan (reviewed annually) 6. Training, Testing and Exercising (includes training provided as part of a new Corporate Business Continuity Group formed in June 2018) 7. Multi-agency assessment of emergency risks	2	3	6	1. Continuation of the Corporate Business Continuity Group 2. Development of risk-specific arrangements in accordance with Minimum Standards for London and informed by the Borough Risk Assessment 3. Implement 'on-call rota' for Emergency Response Manager 4. Recruit and train more Emergency Response Volunteers	David Tait
2	2	All ECS	Central Depot Access Major incident resulting in loss of/reduced Depot access affecting service provision (LBB's main vehicle depot)	Cause(s): - Fire, explosion, train derailment, strike etc. Effect(s): - Significant service disruption (Waste, Street Cleaning, Gritting, Fleet Management, Streetscene & Greenspace service management etc.)	Service Delivery	2	3	6	1. Contingency plans for: - Alternative vehicle parking - Temporary relocation of staff - Storage of bulky materials 2. Implement Business Continuity Plans 3. Close liaison with other Depot users (e.g. Waste Contract, Street Cleansing) and Highways Winter Service Team 4. 'Central Depot Users Group' (Health & Safety forum for all site users) 5. Work Place Risk Assessments in place	1	3	3	1. Consideration of issue as part of the Environmental Services Contracts commencing in 2019.	Paul Chilton
3	3	All ECS	Fuel Availability Fuel shortage impacting on both LBB and service provider transport fleet	Cause(s): - National or local fuel shortage caused by picketing or other external factors Effect(s): - Failure to provide services impacting on residents and other customers	Service Delivery	1	5	5	1. Identified alternative fuel supplies at contractors and neighbouring boroughs (corporate Fuel Disruption Plans based on National Plan are held by the Emergency Planning Team) 2. Designated Filling Station 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 other London Boroughs concerning collaboration and assistance	1	4	4	1. Continue to monitor service provider arrangements for ensuring adequate fuel supply.	John Bosley
4	4	All ECS	Business Continuity Arrangements Lack of up-to-date, tried and tested, BCP for all Council services	Cause(s): - Failure to implement and keep up-to-date effective service and corporate Business Continuity Plans Effect(s): - Non-provision of critical services following an incident (internal or external)	Service Delivery	2	4	8	1. Corporate Risk Management Group now encompasses Business Continuity 2. New Corporate Business Continuity Group established in June 2018 with representation from ECS 3. Undertaking Business Impact Analyses of all services to identify priorities 4. Developing a Corporate Business Continuity Plan and updating service BCPs 5. Emergency Planning Training Exercise undertaken in March 2018 with involvement across all of ECS	2	4	8	1. Continue to conduct training exercises to ensure that BCPs for each service area work in real life. ICT system failure has been identified as the largest risk and is outside the control of ECS	David Tait
5	6	All ECS	Industrial Action Contractors' staff work-to-rule / take strike action impacting on service delivery	Cause(s): - Union dissatisfaction over pay and conditions (particularly in Waste) Effect(s): - Temporary disruption to service / reduced customer satisfaction	Service Delivery	3	4	12	1. Ongoing monitoring / meetings regarding workforce issues 2. Joint development of Business Contingency Plans with contractor	3	4	12	1. Review public communications to be used in the event of a strike 2. Staff training and engagement will be built into the mobilisation strategy for the new Environmental Services contracts.	John Bosley
6	8	All ECS	Health & Safety (E&CS) Ineffective management, processes and systems within E&CS departmentally	Cause(s): - Failure to take departmental action to reduce likelihood of accidents, incidents and other H&S issues Effect(s): - HSE investigation / prosecution leading to fines, increased insurance claims, and reputational damage	Health & Safety	3	4	12	1. Workplace Risk Assessments (including lone and home working) 2. Accident & Incident Reporting system (AR3 & Riddor) 3. Contractor Inspection Reporting system (which has been updated to an electronic reporting system in July 2018) 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. Regular Footway inspections 8. ECS Health and Safety Committee meets regularly to review departmental Health and Safety arrangements	2	4	8	1. Ensure Workplace Risk Assessments (inc. Homeworking) updated annually and biennial reviews conducted 2. Encourage reporting of all significant accidents and incidents using AR3 form (and reporting of RIDDOR incidents) 3. Ensure resource exists to discharge statutory functions	Sarah Foster

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7	11	Streetscene and Greenspace	Environmental Services Contract (Mobilisation) Failure to effectively mobilise the new Environmental Services Contracts	Cause(s): <ul style="list-style-type: none"> - Unfamiliarity with new contract model (client & contractors) - Lack of client capacity to progress mobilisation - Lack of supplier capacity to progress mobilisation - Significant service change requiring service-user consultation - Lack of preparation of contract transition (exit and mobilisation) plans Effect(s): <ul style="list-style-type: none"> - Reputational damage - Costs incurred as a result of additional last minute resources required to deliver services - Failure to deliver service to requirements / KPIs / expectations 	Service Delivery, Financial & Reputational	3	4	12	1. Regular Project Planning meetings are held to discuss contract transition 2. Project Initiation Documents signed off on 30.10.18 3. Transition Plans are being developed (including exit and mobilisation plans for each contract) 4. Continued review of contract transition plans as part of client project meetings 5. Regular discussions of exit plans with supply chain (and commissioning support) through monthly contract meetings (additional meetings to be held as contract end date approaches)	2	4	8	1. Formal meetings to be established with service providers to mobilise contracts, following contract award.	John Bosley
8	12	Highways	Highways Management Deterioration of the Highway Network due to under-investment	Cause(s): <ul style="list-style-type: none"> - Failure to manage Highways in respect of traffic volumes, winter weather, financial resources leading to deteriorating condition Effect (s): <ul style="list-style-type: none"> - Leading to increased maintenance costs, insurance claims (trips, falls and RTAs) and reputational damage 	Financial	2	4	8	1. Strategy to mitigate insurance claims 2. Inspection regime and defined intervention levels for maintenance repairs and monitoring 10% of works for compliance 3. Winter Maintenance procedures (gripping/salting) 4. Increased salt storage capacity 5. Improved customer expectation management 6. Asset management technique (e.g. Highway Asset Management Plan) 7. New capital programme to reduce reactive works 8. Performance Management measures incorporated into new Highways contract from July 2018	3	2	6	1. Review frequency of Highways Inspections and adjust as deemed appropriate to effectively manage the risk in line with revised Code of Practice (published 2016) 2. Additional inspections carried out and repairs undertaken as necessary 3. Modernisation of contractor's programming and completion of maintenance repairs involving remote working ICT technology	Garry Warner
9	13	Streetscene and Greenspace	Arboricultural Management Failure to inspect and maintain Bromley's tree stock leading to insurance claims etc.	Cause(s): <ul style="list-style-type: none"> - Failure to ensure that trees are managed as safely as reasonably practicable Effect (s): <ul style="list-style-type: none"> - Leading to blocked highways, reputational damage and financial liabilities 	Financial	3	3	9	1. Tree care and safety contract (commenced July 2008) with Gristwood & Toms Tree Contractors Ltd 2. Full asset Survey of ~30% of street and park trees (and 50% of school trees) 3. Risk trees identified and registered increased inspection frequency using asset management database (Confirm) 4. Implement remedial works to address risk associated defects 5. Review Tree Risk Management Strategy (annually). Last reviewed in Feb 2018 6. Review the 'Storm Strategy' annually (last reviewed Feb 2018) to be able to respond quickly and call in additional staff, equipment and contractors 7. Provide a cyclical safety survey and remedial works schedule commensurate to budget availability and potential prioritisation	1	3	3	1. Review of staffing levels is underway to ensure sufficient resource to deliver the required tree risk management strategy annually	John Bosley
10	14	All ECS	Income Variation (Highways and Parking) Loss of income when the Council is looking to grow income to offset reduced funding	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 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 (new Parking contractor) to provide contracted services (e.g. strikes) Effect (s): <ul style="list-style-type: none"> - Loss of income with potential to reduce service delivery funds 	Financial	3	2	6	1. Regular income monitoring 2. Monitoring contractor performance (e.g. only issue good quality PCNs) 3. Good debt recovery systems 4. Monitoring parking use and avoid excessive charge increases 5. Provide attractive, safe clean car parks 6. Regular contractor meetings 7. Monitoring of parking enforcement activity through new Performance Indicators reported to PDS Committees (E&CS, PP&E)	3	2	6	1. Refine procedure for resolving disputes with utilities 2. Review parking tariff structures annually 3. Monitor income trends 4. Continue to monitor success in achieving enforcement objectives 5. Benchmark Parking charges against other authorities and local private sector competitors 6. Intelligence-led targeting of hotspots/sites for enforcement	Nigel Davies

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11	15	Streetscene and Greenspace	Waste Budget Increasing waste tonnages resulting in increased waste management costs	Cause(s): <ul style="list-style-type: none"> - Failure to anticipate/manage waste management financial / cost pressures due to increasing landfill tax, increasing property numbers, declining recycling income (lower paper tonnages) and limited incineration capacity - Failure to achieve contract payment mechanism targets for the proportion of waste sent to landfill / incineration / recycling / composting (this cause will be redundant as of April 2019) - Waste tonnage growing faster than budgeted or operational factors (i.e. adverse weather conditions, etc.) Effect (s): <ul style="list-style-type: none"> - Budgets being exceeded and potential knock-on impact on other Council services 	Financial	3	4	12	1. Cost pressures recognised in Council's Financial Strategy 2. Landfill tonnages falling - offsets any tax increase 3. Continued focus on promoting waste minimisation and recycling (e.g. in Environment Matters and through targeted campaigns such as Food Waste doorstep) <ul style="list-style-type: none"> - Monthly monitoring of recycled tonnages and projection to yearly figures - Regular and sustained recycling awareness campaign - Consolidation of Composting for All campaign - Continuing investigation of waste minimisation and recycling initiatives - Monthly monitoring of all waste tonnages and projection to yearly figures - Monthly monitoring of all collection costs and figures - Ongoing analysis of collection and disposal methodology 4. Consideration of alternative disposal routes e.g. increased use of Veolia's Mechanical Biological Treatment (MBT) plant 5. Reviewing and benchmarking operational costs to identify options 6. Achieving best value tenders under new contract - contract award announced December 2018	2	3	6	1. The new waste contract will commence in April 2019 and this risk will be reviewed after that time to determine whether any additional action is required.	John Bosley
12	17	Public Protection	Food Standards Agency Audit Failure to meet required service standards as required by Food Standards Agency Audit (April 2017)	Cause(s): <ul style="list-style-type: none"> - Lack of resource to meet Code of Practice service standards. Staff are not staying with Bromley due to other authorities providing more attractive employment opportunities. Effect(s): <ul style="list-style-type: none"> - Leading to reputational damage and possible use of Power of Direction 	Health & Safety	4	3	12	Following a recent meeting with the FSA (September 2018), they accepted the issues the Team has in recruiting Officers with the prerequisite qualifications necessary to carry out the spectrum of work. In response, they advised the Team to: <ul style="list-style-type: none"> a. Focus on completing due A-D inspections b. Focus on completing overdue C-D inspections c. This authorisation to shift focus has necessitated a new work programme designed to achieve the desired outcome which has now been developed by the Lead Practitioner. 1. The new work programme has been implemented, and focus was given to completing due A-D inspections and overdue C-D inspections. 2. There are still issues with recruitment, as a FTE officer has resigned, and an agency officer left with no notice. Still a need to recruit to 1.4 FTE food safety officers to address the vacancies. Met with the FSA again on 26th October 18, and they confirmed they were pleased with progress, as the new focus has reduced the overdue inspections considerably. They are following up in 3 months, and anticipate signing off the audit in 6 months if progress is maintained. It should be noted that at the October monthly performance review for this service, all Performance Indicators were reported as Green (on track).	4	3	12	1. Establish a process whereby recruitment to Bromley is encouraged and staff are provided with an incentive to remain. 2. Build resilience into food safety team.	Joanne Stowell
13	18	All ECS	Town Centre Businesses Loss of town centre businesses to competition	Cause(s): <ul style="list-style-type: none"> - Failure to redevelop high streets coupled with competition from out-of-town developments and online shopping Effect(s): <ul style="list-style-type: none"> - Reduction in high street business and market stall occupancy - Loss of income (Business rates and market stalls) - Poor public perception and negative publicity 	Financial	3	4	12	1. BID Teams organise town centres events 2. Investment in Orpington High Street and Bromley North (done) 3. Regular advertising / promotion of markets and availability of stalls 4. Review of Market operational costs to reduce costs where possible (a Commissioning exercise is underway as at December 2018 for the markets service) 5. Regular maintenance and renewal of market infrastructure - recent market relocation project has been undertaken.	2	3	6	1. Ongoing review of market provision linked to outsourcing service provision to Bromley Business Improvement District 2. Detailed annual action plan to be drawn up for each town centre	Colin Brand
14	19	Traffic and Parking	New Parking Schemes Failure to deliver new Parking schemes resulting in income loss and congestion	Cause(s): <ul style="list-style-type: none"> - Increasing demand from residents for parking schemes coupled with decreasing grant funding from TfL Effect (s): <ul style="list-style-type: none"> - Increased congestion and reduced income 	Service Delivery	3	4	12	1. Setup register of agreed schemes with designated officers and timescales 2. Develop and agree financial appraisal framework with finance department 3. Software procured (2013/14) to help improve project and programme management	2	2	4	1. Consideration to be given to better balancing the cost of scheme design against parking charges	Angus Culverwell

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15	20	All ECS	Staff Resourcing and Capability Loss of corporate memory and ability to deliver as key staff leave (good new staff are at a premium)	Cause(s): - Availability of suitably qualified / experienced staff to replace retirees and leavers. Particular problem within Planning, Environmental Health and Traffic professionals (TIL offers better remuneration and career progression). Lack of incentive for good staff to remain at LBB. Effect (s): - Loss of organisational memory, greater reliance on contracted staff, delays in delivering services / plans (e.g. Transport Local Implementation Plan, FSA Audit plan). Inability to effectively manage contracts as Contract Managers may have started out in a different role (i.e. as Service Managers) and do not have the necessary expertise to do so (i.e. auditing).	Service Delivery	3	4	12	1. Ongoing programme to find and retain quality staff through internal schemes such as career grades and ongoing CPD	2	2	4	1. Consider potential for contractors to supply necessary skills 2. Review options with HR for incentivisation schemes to ensure staff recruitment and retention is high	Nigel Davies
16	21	Streetscene and Greenspace	Burial Space Insufficient Council-operated burial space for long-term demand	Cause(s): - Potential lack of acceptable local space for burials (ashes interment not a problem) Effect (s): - Leading to reputational damage	Reputational	3	3	9	1. Burial plots are available at St Mary Cray and Biggin Hill (with some limited capacity in other sites for partners of deceased) 2. New cemetery provided by the private sector at Kemnal Manor Chislehurst, which will alleviate pressures on Council-owned burial space 3. Excess Death Plan is in place and held by Emergency Planning (with regard to burial capacity in the Coronial Area) 4. Mortuary contract procurement is in progress	2	2	4	1. Monitor availability of private sector capacity 2. Consider what further burial alternatives are being provided by the private sector i.e. new cemetery at Kemnal Manor, Chislehurst	John Bosley
17	22	All ECS	Climate Change Failure to adapt the borough and Council services 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	1. Adopt best adaptation practice as identified through London Climate Change Partnership, UK Climate Impacts Programme, and the Local Adaptation Advisory Panel 2. Implementation of LBB's Carbon Management Programme 2. LBB Surface Water Management Plan and Draft Local Flood Risk Strategy	2	3	6	1. Emergency Planning to liaise with Public Health on cross-cutting issues e.g. excess summer deaths and vector-borne disease etc.	Sarah Foster
18	23	Public Protection	Mortuary Contract Failure to procure tendered services to budget	Cause(s): - Lack of interest from potential bidders - Tendered costs being higher than budget / forecast Effect(s): - Risk of challenge - Reputational damage - Failure to achieve best value - Lack of competition / bids - Failure to deliver service to requirements / KPIs / expectations	Financial & Service Delivery	4	4	16	1. Existing contract extended whilst negotiations are underway	3	4	12	1. Partnership agreement The Assistant Director is in a negotiated contract process with the PRUH, and is exploring alternative delivery options for the future provision of the service.	Joanne Stowell
19	24	Public Protection	CCTV Contract (Mobilisation) Failure to effectively mobilise the new CCTV contracts	Cause(s): - Unfamiliarity with new contract model (client & contractors) - Lack of client capacity to progress mobilisation - Lack of supplier capacity to progress mobilisation - Significant service change requiring service-user consultation - Lack of preparation of contract transition (exit and mobilisation) plans Effect(s): - Reputational damage - Costs incurred as a result of additional last minute resources required to deliver services - Failure to deliver service to requirements / KPIs / expectations	Service Delivery, Financial & Reputational	2	3	6	1. Regular Project Board meetings are held to discuss contract transition 2. Transition Plans are being developed (including exit and mobilisation plans for each contract)	1	3	3	1. Continued review of contract transition plans as part of client project meetings 2. Regular discussions of exit plans with supply chain (and commissioning support) through monthly contract meetings (additional meetings to be held as contract end date approaches)	Joanne Stowell

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20	25	Public Protection	Income Reconciliation (Public Protection Licensing) Uncertainty around income reconciliation when the Council is looking to grow income to offset reduced funding	Cause(s): - Lack of processes to reconcile actual licence fee income against expected income held on service specific IT systems. Effect (s): - Loss of income with potential to reduce service delivery funds - Reputational damage	Financial	3	2	6	1.Regular income monitoring 2.Good debt recovery systems 3.Monitoring of activity through Performance Indicators 4.Continual Benchmarking of licensing charges against other authorities	3	2	6	1.Refine procedure for reconciliation of expected income against actual and provide suitable training for staff to deliver this	Joanne Stowell
21	26	Streetscene and Greenspace	Income Reconciliation (Waste Management) Uncertainty around income reconciliation linked to the mobilisation of new waste contracts	Cause(s): -Lack of integration between client and service provider IT systems so that data is not linked Effect (s): - Loss of income from Commercial Waste and Green Garden Waste services with potential to reduce service delivery funds - Costs incurred as a result of additional last minute resources required to deliver services - Reputational damage	Financial	3	2	6	1.Regular income monitoring 2.Good debt recovery systems 3.Monitoring of activity through Performance Indicators	1	2	2	1.Refine procedure for reconciliation of expected income against actual and provide suitable training for staff to deliver this 2.Governance of mobilisation to be provided through the Environmental Services Commissioning project board.	John Bosley
22	27	Streetscene and Greenspace	Bromley Town Centre Market Reorganisation Failure to deliver a successful market reorganisation which meets the needs of traders, businesses and customers	Cause(s): -Insufficient engagement to identify the needs of all stakeholders throughout the project Effect (s): -Inability to deliver a thriving town centre market -Loss of income from reduced market stall hire -Reputational damage caused by dissatisfied businesses	Reputational/ Financial	3	3	9	1.Project Manager identified to lead on market reorganisation 2.Regular stakeholder meetings to review the progress of the market reorganisation (Markets Manager, Markets Supervisor, enforcement team, Highways team, Planning team and BID) 3.Public consultation on the design and layout of the new market position 4.Live RAID log maintained by Markets Manager and Business Support Team detailing any concerns raised by stakeholders and actions to address them 5.Regular dialogue with traders and businesses (in person meet and greet with Markets Manager and Markets Supervisor) 6.Successful launch event with the Mayor for new market location to officially open Christmas trading	2	3	6	1.Lessons learned documentation to be completed 2.Meetings with Highways team to be continued in order to complete outstanding Highways snagging list in the High Street	Sarah Foster
23	28	Public Protection	Dogs and Pests Contract Failure to deliver the contract to the required service levels	Cause(s): -Lack of robustness within contract specification in terms of contract deliverables and Key Performance measures Effect (s): -Inability to deliver statutory functions -Reputational damage	Service Delivery	3	2	6	1.Identification of named Contract Manager 2.Regular contract management meetings with service provider 3.Review of contract specification to identify change control requirements	2	2	4	1.Implementation of Change Control Notices	Joanne Stowell
24	29	Public Protection	Out of Hours Noise Service Failure to deliver statutory services	Cause(s): The out of hours noise service is dependant on grant funding from the Mayors Office for Policing & Crime (MOPAC) by way of the Local Crime Prevention Fund. This grant is released on a 2 year cycle, current cycle ends March 2020. The grant was reduced in 2017 and there is no guarantee it will be sustained post April 2020. Effect: Inability to deliver Out of Hours Noise Service.	Service Delivery	3	4	12	1.Annual review with MOPAC on service outcomes	3	4	12	1.Meetings with MOPAC to ensure early warnings of any change to funding levels. MOPAC funding is outside of the control of LBB.	Rob Vale
25	30	Public Protection	Integrated Offender Management Failure to contribute to IOM in Bromley	Causes: -IOM functions are reliant on grant funding from MOPAC via the LCPF, equates to one day per week. Reduction or cessation of grant after April 2020. Effect: -Inability to contribute to IOM in Bromley.	Service Delivery	3	4	12	1.Annual review with MOPAC on service outcomes	3	4	12	1.Meetings with MOPAC to ensure early warnings of any change to funding levels. MOPAC funding is outside of the control of LBB.	Rob Vale

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26	31	Public Protection	Anti-Social Behavior Co-Ordinator post: Failure to deliver ASB problem solving and partnership activity	Cause(s): -Grant from MOPAC via the LCPF is used to fund the ASB Co-ordinator post which is responsible for delivering targeted ASB project work across the borough with partner agencies. Effect: -Inability to fund this post would result in the cessation of targeted ASB work with partners across the borough. Funding for this post was reduced in 2018 and the shortfall was met by LBB. Continued funding would need to be identified to sustain the post beyond April 2019.	Service Delivery	3	4	12	1. Review of project outcomes to determine whether they can be delivered on a reduced budget with LBB contributions in kind	3	4	12	1. Review of Community Safety functions to allow for MOPAC project delivery on reduced days per week. MOPAC funding is outside of the control of LBB.	Rob Vale