

Corporate Risk Register - Appendix B

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)			DATE COMPLETED:	19/04/2022
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1	Corporate Risk	Failure to deliver a sustainable Financial Strategy which meets with Making Bromley Even Better priorities and failure of individual departments to meet budget	<p>Cause(s):</p> <ol style="list-style-type: none"> The 2022/23 Draft Budget report to Executive identified the need to reduce the Council's 'budget gap' of £19.5m per annum by 2025/26. The Council received a one-year financial settlement for 2022/23, which creates uncertainty on funding levels for future years. The fundamental review of local government funding through the Fair Funding Review and Business Rate review has been delayed until at least 2023/24 which adds to financial uncertainty in considering the impact on the financial forecast for 2023/24 to 2025/26. A significant challenge to the future year's financial position relates to the ongoing impact of the Covid-19 situation and the uncertainty relating to the cost implications of the 'new normal'. The Adult Social Care reforms could also result in potential additional costs of between £10m and £15m per annum which is not reflected in the 'budget gap' identified above. Further details are included in the Draft 2022/23 Budget and Update on the Council's Financial Strategy 2023/24 to 2025/26 report to Executive on 12th January 2022. It is not clear whether local authorities will be fully compensated for the latest impact of omicron from Government. Failure to meet departmental budgets due to increased demand on key services resulting in overspends: Housing (homelessness and cost of bed and breakfast); Adult Social Care (welfare reform and ageing population); Children's Social Care, Education (central costs and high needs transport), Waste (growing number of households) and limited delivery of planned mitigation savings. The risk of the Council not being able to carry out its statutory duties (e.g. pupil admissions, school improvement, child protection) as a consequence of funding pressures not being met. Dependency on external grants to fund services (schools and housing benefits are ring-fenced) - effect if grant reduces (Public Health services) or ceases. Increases in national living wage will have cost implications to the Council over the next few years (e.g. care providers and carers) as well as the increase on national insurance (employers costs). Local government may be required to take on new funding responsibilities in the future without adequate funding. Impact of welfare reforms and the phased roll out of Universal Credit. Failure to identify and highlight frauds and weaknesses in the system of internal control (which invariably have a financial impact). Overall, fraud losses are mainly benefit related (Council Tax Support / Single Person Discount). Significant increases in inflation which exceeds the 2022/23 budget provision. <p>Effect(s):</p> <ul style="list-style-type: none"> Increased overspends in particular services Council unable to carry out its statutory duties due to services cuts Reputational damage 	Finance Financial	5	5	25	<ul style="list-style-type: none"> Regular update to forward forecast Ongoing monitoring of impact of COVID situation and trends re 'new normal' Regular analysis of funding changes and new burdens particularly on Covid situation and full year impact Early identification of future savings required Transformation options considered early in the four year forward planning period Budget monitoring to include action from relevant Director to address overspends including action to address any full year additional cost Mitigation of future cost pressures including demographic changes Quarterly review of growth pressures and mitigation Continue to progress with opportunities for the Transformation Reviews towards meeting future years' budget gap. 	4	5	20	The Council continues to explore transformation opportunities to help meet the ongoing budget gap	Director of Finance
2	Corporate Risk	Failure to deliver partial implementation of Health and Social Care Integration	<p>Cause(s):</p> <ol style="list-style-type: none"> Difficulty in achieving rapid change in a system as complex as health and social care. Rising social care costs due to ageing population and people living longer with increasing complex needs. The need to keep focus on local / place priorities rather than being driven by priorities at SEL level The need to maintain a focus on statutory responsibilities for local government while change is taking place <p>Effect(s):</p> <ul style="list-style-type: none"> Failure to deliver statutory duties Failure to achieve our Building a Better Bromley priorities. 	Financial Compliance/ Regulation	2	3	6	<ul style="list-style-type: none"> Continued work with health partners to deliver transformation programmes across the whole system, ensuring best use is made of joint resources New governance structure between LBB and BCCG with links to emerging SEL ICS governance Joint Assistant Director of Integrated Commissioning in post since April 2020; opportunities for further integrated posts to be explored in line with service priorities. Using the learning from the Health and care whole systems response to the COVID-19 pandemic to deliver joined up responses to the population. 	2	2	4	Ongoing discussions around the developing Integrated Care System with Bromley CCG; taking learning from the joint health and care response to the COVID-19 pandemic	Director of Adult Services
3	Corporate Risk	Failure to manage change and maintain an efficient workforce to ensure that MBEB priorities are met	<p>Cause(s):</p> <ol style="list-style-type: none"> The on-going need to reduce the size and change the shape of the organisation to secure priority outcomes within the resources available. Having the right people in place by implementing effective recruitment and retention strategies. Potential skills gap and deterioration of service quality through loss of experienced staff as a result of age profile of workforce and downsizing (failure to succession plan). Disruption while services realigned and staff appointed to new structure. Increasing demands and pressures on remaining staff given increased customer expectation levels, could lead to morale issues. Increased potential for internal controls to be bypassed due to flatter reporting structure. Lack of capacity to lead projects / manage change agenda and consequent ability to respond to change initiatives and the achievement of outcomes and benefits. Potential future shortage of professionally qualified practitioners in key areas, particularly around the Safeguarding agenda. Need to ensure that relevant staff have necessary disciplines to drive improvement and enable good practice and consistency in delivering change and the achievement of outcomes and benefits e.g. risk and performance management. Adverse industrial relations climate with individual and collective grievances including trade disputes with the unions, causing some disruptions to vital Council services. Increasing number of employment tribunal cases causing financial and administrative inconveniences. Having the right buildings and facilities to support fewer, more professional, differently organised staff. The need to track continued changes to government strategy and policies coupled with changes in legislation to avoid compliance issues (approx. 1,300 statutory duties). Adequacy of consultation on issues that affect residents across the borough i.e. re-organisation of libraries, Biggin Hill expansion. Adverse external audit comment and resulting ratings in relation to 'excellent in the eyes of local people'. <p>Effect(s):</p> <ul style="list-style-type: none"> Skill gaps Deterioration of service quality through loss of experienced staff Disruption while services are realigned Weaker internal controls Lack of capacity to lead on projects / initiatives 	Organisational Change Personnel	4	2	8	<ul style="list-style-type: none"> Continuously address the recruitment and retention of key individuals in critical posts. Effective succession planning and grow your own initiatives, and using the Apprenticeship Levy to address recruitment challenges in the medium-long term Ensure the organisation has the HR capacity and employment law expertise to manage change. Address the transformational and transitional capabilities (including leadership) required for a successful commissioning journey/process. Provide adequate resources to support and improve staff engagement and communications. 	4	2	8		Director of Human Resources and Customer Services
4	Corporate Risk	Ineffective governance and management of contracts	<p>Cause(s):</p> <ol style="list-style-type: none"> Lack of awareness and/or non-compliance with Public Contracts Regulations 2015 and Councils Contract Procedure Rules. Lack of awareness and/or non-compliance with decision making and scrutiny requirements. Insufficient engagement with key support services such as Corporate Procurement, Finance and Legal. Poor planning / lack of timely action for commissioning and procurement activities. Poor record keeping of contracts and contract documentation. Insufficient or unclear arrangements for client side contract management and monitoring resource. Failure to undertake a suitable and proportionate contract management and monitoring plan. Failure of a contractor / partner / provider to maintain agreed service levels resulting in an interruption to or deterioration of service delivery. <p>Effect(s):</p> <ul style="list-style-type: none"> Failure to ensure Value for Money Procurement challenges / complaints leading to delays and potential additional costs Reputational risk Service disruptions Contracts do not deliver expected outcomes or deliver sufficient quality Increased cost and resource to manage contract issues Failure to achieve our Making Bromley Even Better priorities. 	Contract Management Contractual and Partnership	3	4	12	<ul style="list-style-type: none"> Contract Procedure Rules and regular Practice / Guidance notes to all Contract Owners Review of contract management and contract monitoring controls including any issues identified by internal audit Contracts Database and Quarterly Contracts Database Report to all relevant Committees Procurement Board oversight Member scrutiny including regular Contract Monitoring Reports for £500k+ contracts Regular programme of training delivery to staff Quarterly Contract Owners meetings Recent Audit (Substantial Assurance) demonstrates current effectiveness 	2	4	8	<ul style="list-style-type: none"> Contract Management guidance on toolkit to be reviewed Ongoing training delivery Improve compliance with annual Contract Monitoring Requirement Sample check of Contracts Database and supporting documentation to assess compliance Sample check of contract management and contract monitoring arrangements across Council ongoing and repeated high profile key messaging across the Council and monitoring of compliance 	Service Directors supported by Assistant Director, Governance and Contracts
5	Corporate Risk	Failure to maintain and develop ICT information systems to reliably support departmental service delivery	<p>Cause(s):</p> <ol style="list-style-type: none"> Need to ensure that Information systems are fit for future business purpose. Capacity and skill within Corporate ICT to maintain and support systems during a period of significant change and in the future. Increasing reliance on stability of ICT infrastructure in all areas of the Council (Lync telephony service). Council website now a major channel for the delivery of services (Pay for it, Apply for it, Report it). Adequacy of information governance data protection rules to ensure the confidentiality, integrity and availability of information assets. IT failure impacting on critical operational systems. Over the next 3 years we will need to undertake gateway reviews / procurement plans for at least 4 of the Council's business critical systems; Customer Relationship Manager, Carefirst, Housing info system and Education's Capita One system plus the main LBB website and SharePoint. Transfer of IT contract to new ICT 3rd party supplier. <p>Effect(s):</p> <ul style="list-style-type: none"> Service disruptions Inability to access key systems Reputation damage Inability to support organisation change and savings targets Failure to achieve our Building a Better Bromley priorities. 	ICT Data and Information Technological	3	2	6	<ul style="list-style-type: none"> Transfer of IT contract to new BT in 2016 to give greater resilience. Robust backup arrangements Enhanced antivirus/cyber security, tested system restoration arrangements. 	3	2	6	<ul style="list-style-type: none"> Review data storage/hosting arrangements. Carry out at least 4 gateway reviews for major systems. Increase stability of ICT infrastructure including Lync. 	Director of Corporate Services

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6	Corporate Risk	Cyber attack and failure to comply with GDPR	<p>Cause(s):</p> <ol style="list-style-type: none"> Cyber Attack through vulnerability exploitation Failure to comply with principles unlawful disclosure of information Human error <p>Effect(s):</p> <ul style="list-style-type: none"> - Service Disruption - Data loss - Inability to access systems - ICO Fine 	ICT Data and Information Technological	4	5	20	<ul style="list-style-type: none"> - information governance training provided to all officers - system security reviews - ITHC/PSN Compliance - SIEM system monitoring - Data Protection Impact Assessments - ongoing vulnerability management through Tenable system 	3	5	15	<ul style="list-style-type: none"> - review and implementation of retention schedule in all systems hosting data - increased training and awareness of Cyber Security - improved technical measures to assist Cyber Security, Data Management and Data Search 	Service Directors supported by Assistant Director, IT
7	Corporate Risk	Failure to maintain robust Business Continuity and Emergency Planning arrangements	<p>Cause(s):</p> <ol style="list-style-type: none"> Insufficient emergency Planning structure and processes Insufficient Business Continuity arrangements and procedures, including those of key suppliers Failure to fulfil obligations under the Civil Contingencies Act 2004 as a Category One Responder Inadequate partnership working and collaboration Lack of buy in from senior officers Lack of testing and exercising of plans and processes <p>Effect(s):</p> <ul style="list-style-type: none"> - Ineffective response to an emergency / business disruption - Significantly prolonged service disruptions - Reputational damage / loss of credibility - Increased costs to rectify disruptions - Injury / harm - Failure to fulfil statutory duties in a timely manner 	Business Continuity Physical Reputational	4	3	12	<ul style="list-style-type: none"> - Corporate business continuity management programme established - Full suite of Business Continuity plans in place at service level across all Directorates - Overarching Corporate Business Continuity plan developed identifying prioritisation of all services - Corporate Major Emergency Response plan in place - On call rota for Emergency Response Manager and at Director level - Ongoing training, testing and exercising programme 	4	2	8	<ul style="list-style-type: none"> - CLT to continue drive of business continuity management programme - Reinstatement of training and testing and exercising programme post COVID response - Further development of Business Continuity response to a Ransomware attack 	Director of Environment and Public Protection
8	Corporate Risk	Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	<p>Cause(s):</p> <ul style="list-style-type: none"> - Local authority response to Bromley Safeguarding Children's Partnership following Wood Review. <p>Effect(s):</p> <ul style="list-style-type: none"> - Impact on life chances and outcomes for children 	Children's Social Care Legal, Reputational	3	5	15	<ul style="list-style-type: none"> - Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme 2022/23 has been agreed. - Dedicated HR programme of support in place to recruit social workers to front line posts. We have recently reviewed social media publicity/"Refer a Friend" scheme, and overseas recruitment to ensure we have a broad and comprehensive approach. - Scrutiny of Performance Management Framework and Indicators - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - under review - Quality Assurance Audit Programme continues to be in place. We have also recently added "Dip Sampling" of cases to the ways in which we are auditing quality of practice. - Children's Service Practice Improvement Board; this meeting continues to be the key forum for discussing and evaluating the quality of practice. As of April 2022 we have a new independent chair of the board who will bring some new ideas for the Department to evaluate effectiveness. - Continued monitoring of caseloads to keep these in line with the Bromley Caseload Promise. - Identified training plan for qualified social workers and other professionals reviewed and updated quarterly 	3	4	12	<ul style="list-style-type: none"> - Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB) sessions continuing to be held quarterly. - Practice review cycle has continued as has Practice Assurance Stocktakes (PAS) 	Director of Children's Services
9	Corporate Risk	Temporary Accommodation Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homeless budgets	<p>Cause(s):</p> <ol style="list-style-type: none"> Changes in government funding Rising numbers of placements (approx. 20 per month). <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to fulfil statutory obligations - Impact on life chances and outcomes for individuals and families in temporary accommodation - Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) - Pressure on other services 	Housing Social	5	4	20	<ul style="list-style-type: none"> - Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice, support and sustainment - Assistance, (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Implementing the Homelessness Strategy - setting up the multi agency Homelessness forum and taking forward the priorities of the strategy - New incentive campaign for private sector landlords embedded and benefits being realised 	4	4	16	<ul style="list-style-type: none"> - Approval to progress housing development schemes and reopening of the HRA. First 3 schemes now in development phases with options appraisals in place for further sites. - Transformation Board action plan in place for next 3-4 years to increase available housing supply with an overall initial target of 1000 additional affordable homes. - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation. - Work innovatively with a range of providers to increase access to a supply of affordable accommodation. - Continue to focus on early intervention and prevention of homelessness assessing trends in approaches to tackle main causes of homelessness. - Effective acquisition schemes has secured 50 new units of accommodation with Executive approval to enter into an acquisition programme with Orchard and Shipman for c250 homes. 	Director of Housing, Planning and Regeneration
11	Corporate Risk	Failure to deliver the Transforming Bromley Programme	<p>Cause(s):</p> <ol style="list-style-type: none"> Failure to identify and put forward sufficient transformation proposals to deliver the quantum of savings required by 2022/23 Failure to deliver appropriate mitigation of existing projected growth pressures within the financial forecast Failure to appropriately resource each Transforming Bromley workstream with sufficient project support and subject matter expertise to enable the identification of proposals Insufficient management oversight and governance arrangements to shape the delivery of proposals to enable Member decision making and inform budget setting for each financial year Insufficient consultation and engagement with relevant stakeholders to ensure the successful delivery of proposals. Additional demand pressures on council services as a direct result of the Covid-19 pandemic. <p>Effect(s):</p> <ul style="list-style-type: none"> - Inability to address the Council's budget gap by 2024/25 - Unable to meet key commitments of the Medium Term Financial Strategy 	Finance Financial	4	5	20	<ol style="list-style-type: none"> Robust governance process: fortnightly meetings of the Transformation Board, chaired by the Chief Executive and attended by Chief Officers Each Transformation Board workstream attends the Transformation Board before proposals are reviewed by Cabinet/Directors, Group, PDS Committees and the Executive. Each Transformation Programme Board has 1 Transformation Leads a to support the successful delivery of proposals Communications Plan is in place to enable the successful engagement with Members, staff and partners as needed Where transformation proposals have public law implications, an appropriate assessment will be carried out and stakeholders will be engaged. Each Chief Officer gives an update at their respective PDS Committee(s) on the Transforming Bromley Programme Transformation Fund supports the successful delivery of transformation proposals subject to a suitable business case being provided A review of core statutory minimum service requirements took place to enable each service area to identify where potential savings could be and to evidence that where discretionary services are delivered, they are done so on a cost-recovery basis and/or they reduce long-term dependency on higher levels of statutory intervention which generate longer term growth pressures for the Council All proposals will be submitted to the Executive to inform budget setting for MTFS. Finance provide assurances through an "are we on track" review monthly to ensure that agreed transformation programmes are on track to deliver the savings identified. 	3	5	15	<p>In the event that the Transformation Programme fails to support the successful identification of the required quantum of savings to address the Council's underlying budget gap by 2024/25, the Council will still be legally required to deliver a balanced budget as set out in the Local Government Finance Act 1988.</p> <p>If funding reductions remain and growth/cost pressures continue, these decisions are likely to have an impact on the delivery of services to our residents and service users.</p>	Chief Executive

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13	Corporate Risk	Climate Change Failure to adequately adapt to the impacts of Climate Change	<p>Cause(s)</p> <ol style="list-style-type: none"> Lack of preparation for the severe weather events caused by climate change, including extreme heat, storms and floods. Insufficient staffing capacity to implement required climate adaptation and mitigation activities. Lack of support for council actions required to tackle climate change. Lack of funding to invest in climate change adaptation and mitigation measures. <p>Effect(s)</p> <ul style="list-style-type: none"> Service provision is disrupted by extreme weather events. Damage to infrastructure and local businesses. Reduction in environmental quality. Poorer health of residents attributed to extreme heating and cooling. In the short term, there may be reputational damage caused to the Council from perceived lack of action to tackle climate change. 	Corporate Health Environmental Reputational	3	4	12	<ul style="list-style-type: none"> Adoption of adaptation best practice as identified through London Climate Change Partnership, UK Climate Impacts Programme, and the Local Adaptation Advisory Panel. Established Carbon Management Team with 3 x FTE as at September 2021. Established Carbon Fund, Carbon Offsetting Fund and S106 procedures in place to ensure funding availability, in addition to sourcing grant funding for Carbon initiatives in the borough. Implementation of LBB's Carbon Management Programme. Implementation of LBB's Surface Water Management Plan and Local Flood Risk Strategy. Establishment of Net Zero (direct) carbon emissions target for 2027 as part of a 10 year climate plan. Council-wide Green Recovery Working Group established to build back greener, following the COVID-19 pandemic. 	2	4	8	<ol style="list-style-type: none"> Emergency Planning to liaise with Public Health on cross-cutting issues e.g. excess summer deaths and vector-borne diseases (which are impacted upon by extreme weather variations). Detailed climate action plan reviewed annually as part of the Council's ongoing Carbon Management Programme, in order to achieve net zero organisational carbon emissions by 2027. Roll out of Carbon Literacy Training to all staff to assist in the identification of climate change risks and opportunities at an individual, team and service level. 	Chief Officers' Executive
14	Corporate Risk	Health & Safety (Fire and First Aid) Non compliance with legislation:- (i) Regulatory Reform (Fire Safety) Order 2005, as amended by the Fire Safety Act 2021, (ii) Health and Safety (First Aid) Regulations 1981	<p>Cause(s)</p> <ol style="list-style-type: none"> No trained fire responsible person (legal) for the Civic Centre site Insufficient numbers of trained fire wardens working from the site to safely manage an evacuation (in accordance with the Fire Risk Assessments). Written Fire Safety Policy does not meet best practice <p>Effect(s)</p> <ul style="list-style-type: none"> Non compliance with the Regulatory Reform (Fire Safety) Order 2005, as amended by the Fire Safety Act 2021, meaning offices should not be occupied by staff until compliance is achieved Inadequate plans for fire safety and evacuation for current occupation plans putting staff and visitors at risk Non compliance with Health and Safety (First Aid) Regulations 1981 in terms of adequate first aid provision in the form of trained first aiders and appropriate equipment if employees are injured or become ill at work 	Legislative Reputational Legal Physical Personnel	4	4	16	<ul style="list-style-type: none"> Reduced number of staff on site Public Interactions moved to a virtual environment where possible Attendants to carry out fire warden duties in the event of an emergency Management review of site management activities and escalation to COE and Health and Safety Board (via Corporate Health and Safety) Attendants and Support Services teams act as fire marshals in event of an emergency Rota of first aiders managed by Corporate Health and Safety 	3	4	12	<ol style="list-style-type: none"> Emergency Planning Manager drafting a new Fire Safety Policy to be reviewed by COE before 31st March 2022, which clearly sets out corporate accountabilities. Corporate Health and Safety to arrange Fire Responsible Person, Fire Warden and First Aider training and to report progress to COE. COE to agree approach to resourcing fire warden and first aider cover under hybrid working arrangements – paper to be prepared by Corporate Health and Safety. Facilities Management to ensure Fire Risk Assessment reviews are completed for Civic Centre campus by April 2022. Facilities Management to engage fire safety supplier to produce an Emergency Plan for the Civic Centre site by end of April 2022 to include revised fire evacuation procedure which meets the best practice advice from the London Fire Brigade and HSE. Facilities Management team to implement new signage etc. Facilities Management team to distribute emergency plan to site occupiers and to arrange training on plan for fire marshals. Corporate Health and Safety to store fire safety documents (including Emergency Plans) on Sharnhall site to retain corporate knowledge and ensure regularly reviewed. Fire Safety to be added to COE agenda as a standing item until above actions completed 	Director of Housing, Planning and Regeneration Director of Human Resources, Customer Services and Public Affairs