

## Appendix C – Corporate Risk Register Net ‘High’ Risks – Further Commentary

Corporate Risk Register			
Risk Title & Descriptor	Risk Owner	NET score and risk rating	Commentary
<p>Financial Strategy <i>Failure to deliver a sustainable Financial Strategy which meets with Making Bromley Even Better priorities and failure of individual departments to meet budget</i></p>	<p>Director of Finance</p>	<p>20 - High</p>	<p>Local Government faces the challenge of the impact of inflation, service and cost pressures continuing to reflect demographic changes and new burdens whilst income from council tax and government funding is not expected to be able to keep pace with inflation and other cost pressures. There is an increase in reported Section 114 notices and capitalisation directions which is a sign of deteriorating financial position facing local authorities. Although these were initially caused by poor governance and financial management, more are expected as due to the ongoing funding challenges, whilst needing to maintain statutory services. This Council has a statutory duty to have a balanced budget and the funding challenge is also faced by this Council as reported to Executive and Council as part of the annual budget process.</p> <p>The transformation programme and options to generate income will continue but the scale of cost pressures including housing, adult and children’s social care and special educational needs (and possibly higher inflation in the future) creates a deteriorating financial position in the medium to longer term.</p> <p>Bromley is ‘better placed’ than many authorities but the significant financial challenges remain. The awaited Government review of local government finance continues to be deferred and is not expected until at least 2026/27.</p>

			<p>On that basis, the significant financial sustainability risk is likely to remain in the medium to longer term without a fundamental review of local government finance.</p> <p>Work will continue to deliver a balanced budget but the ongoing financial sustainability challenge remains.</p>
Cyber attack and failure to comply with GDPR	Assistant Director – IT	15 – High	<p>Review and implementation of retention schedule in all systems hosting data</p> <ul style="list-style-type: none"> <li>- Further phishing exercises</li> <li>- increased training and awareness of Cyber Security</li> <li>- continuously improve technical measures to assist Cyber Security, Data Management and Data Search</li> <li>- Security Operation Centre (SOC) will be implemented by December/January which will proactive monitoring all of the LBB Data and Infrastructure.</li> </ul>
Temporary Accommodation - <i>Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homeless budgets</i>	Director of Housing, Planning and Regeneration	16 – High	<p>Increases in homelessness and the use of temporary accommodation is being faced particularly in London and the Southeast. With increased difficulty in procuring sufficient supply of accommodation and significant price increases all placing an upward pressure. Phase 2 of the Meadowship acquisition programme is a 2-year acquisition programme overseen by the Meadowship board (the 2 leads are the Director of HPP&amp;R and Head of Finance). The housing sites delivery programme current has 2 sites underway and a further 3 sites now approved. This is a 3-year programme overseen by the AD Culture and Regeneration. Conversion of the More Homes Bromley tenancies is an ongoing programme as these become available for letting overseen by the AD Housing. Review of landlord incentive to be completed by January 2023 – lead Head of Housing Allocations and Accommodation and runs alongside</p>

			<p>on-going negotiations for block booking arrangements and inspections against the SLAs to ensure standards are met.</p> <p>Officers also continue to engage with the market to explore all potential schemes which may increase supply and these are brought to members for consideration when such scheme opportunities arise.</p> <p>Progress against actions is reviewed minimum quarterly.</p>
<p>Failure to deliver the Transforming Bromley Programme</p>	<p>Chief Executive</p>	<p>15 – High</p>	<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> <p>Timeframe against which savings proposals are established and agreed to enable a balanced MTFS.</p> <ul style="list-style-type: none"> <li>• Nov/December 2023, Options consulted, EIA, discussed at PDS committees and Executive</li> <li>• January 2024, MTFS discussed and agreed at ERC PDS and Executive</li> <li>• 26 February 2024, Approval of budget at “Special Budget Council”.</li> </ul>
<p>Health and Safety – (Fire and First Aid)</p> <p><i>Non compliance with legislation:-</i></p> <p><i>(i) Regulatory Reform (Fire Safety) Order 2005, as amended by</i></p>	<p>Director of HR, CS and PA</p> <p>Director of Housing, Planning and Regeneration</p>	<p>15 – High</p>	<p>Due to the vast number of LBB sites, and due to the higher risk nature of work undertaken at our sites, including waste collections and supporting vulnerable persons, the risk rating will always be somewhat high.</p> <p>Given the known ongoing issues with LBB’s fire safety arrangements and first aid arrangements, and the severe findings noted in recently completed fire risk assessments, the risk remains high. Some actions</p>

<p><i>the Fire Safety Act 2021, (ii) Health and Safety (First Aid) Regulations 1981</i></p>			<p>have now been progressed, such as some of the courses needing to be delivered have now been delivered.</p> <p>Ensuring there is sufficient cover of first aiders and fire wardens continues to be difficult to manage now that staff members are working in a hybrid way. Many people previously providing cover are not doing set days every week (they are flexing the days they are on-site each week) which means it is hard to ensure there is sufficient cover at any given time.</p> <p>Actions to be taken:</p> <ul style="list-style-type: none"> <li>- Learning and Development to arrange training – Ongoing – Accountable officer: Assistant Director of Human Resources.</li> <li>- Facilities Management to ensure Fire Risk Assessments are completed – Ongoing – Accountable officer: Director of Housing, Planning, Property and Regeneration.</li> <li>- Facilities Management to engage fire safety supplier to produce Emergency Plans -As soon as possible – Accountable officer: Director of Housing, Planning, Property and Regeneration.</li> <li>- Facilities Management team to implement new signage – Ongoing – Accountable officer: Director of Housing, Planning, Property and Regeneration.</li> <li>- Facilities Management team to distribute emergency plan to site occupiers and to arrange training on plan for fire marshals – As soon as possible – Accountable officer: Director of Housing, Planning, Property and Regeneration.</li> <li>- Fire safety documents to be stored corporately to retain corporate knowledge and ensure regularly reviewed – Ongoing – Accountable officers: Director of Housing, Planning, Property and Regeneration &amp; Director of Human Resources, Customer Services &amp; Public Affairs.</li> </ul>
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			<ul style="list-style-type: none"> <li>- Fire Safety to be added to COE agenda as a standing item – As soon as possible – Accountable officer: Director of Housing, Planning, Property and Regeneration &amp; Director of Human Resources, Customer Services and Public Affairs.</li> <li>- Fire drills to be undertaken – Ongoing – Accountable officer: Director of Housing, Planning, Property and Regeneration.</li> <li>- Alternatives to current Civic Centre check in and check out arrangements to be reviewed due to issues with current arrangements – As soon as possible – Accountable officer: Director of Human Resources, Customer Services and Public Affairs &amp; Director of Housing, Planning, Property and Regeneration.</li> </ul>
Homes for Ukraine and other Refugee Programmes	Director of Housing, Planning and Regeneration	16 – High	<p>Quarterly Report provided to ERC and Executive (last report 20<sup>th</sup> September 2023). Funding for arrivals halved in March 2023 with Education funding ending in March 2023. There is a risk that many of those that have arrived will not be able to continue staying with their sponsor due to the period of time that they have been with their sponsor. Early intervention work is being undertaken to manage expectations. Re-matching and private sector accommodation is a priority to avoid placements into nightly paid accommodation. Accountable officer: Director of Housing, Planning, Property and Regeneration.</p>
Accommodation Move to DL building	Director of Environment and Public Protection	16 – High	<p>In July 2023 the Council have completed on the acquisition of the DL building known as Churchill Court.</p> <p>There was an absence of “as built drawings” provided as part of the sale and in light of this additional survey work has had to be commissioned to understand the construction and intricacies of the building management system, ventilation, heating, fire management, lighting, and security systems.</p>

			<p>In addition, prior to taking possession of the building in July 2023 it was not possible to fully investigate the structural integrity of the building to assess against proposed alterations that would be necessary to transform it into a Public Sector office i.e., Council Chamber, Committee Rooms, and Reception Area.</p> <p>The Fire Regulation requirements on a Public Sector building differ from that of a private sector commercial entity and further work had to be undertaken to consider this against the proposed floor plan and design layout for the building.</p> <p>As Members may be aware that the building is constructed in four phases, prior to taking possession a floor planning exercise was undertaken with Morgan Lovell PLC and from this it is proposed that the Council occupy Phases 1 &amp; 2 with the democratic hub situated on Floor 0 of Phase 1 which allows unfettered but controlled access to the area by members of the public.</p> <p>Members should note that access will be limited and controlled until the final fit out works have been completed as a significant part of the site will become a construction fit out area from October 2023 to August 2024.</p> <p>To manage the risk around occupation of the building we have tender the Cat B Fit-out Contract via a 2 stage process through the Procure Partnership Framework so that officers can collaborate with the contractor of the final design and costings to ensure that the contract delivers to our specific needs. We will have weekly/fortnightly meetings with the contractor to review progress and delivery against key milestones and are working towards a confirmed plan and final costings for works to commence in January 2024.</p>
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