

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:	RISK OWNER
					Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	FURTHER ACTION REQUIRED	
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 2023/24 Draft Budget report to Executive identified the need to reduce the Council's 'budget gap' of £29.6m per annum by 2026/27. The Council received a one-year financial settlement for 2023/24, with various funding allocations for 2024/25 which creates uncertainty on funding levels for the medium term. The fundamental review of local government funding through the Fair Funding Review and Business Rate review is now expected to be delayed until at least 2026/27 which adds to financial uncertainty in considering the impact on the financial forecast for 2024/25 to 2026/27. Apart from cost/growth pressures relating to SEN, social care and homelessness, the significant cost increases relating to inflation continue for some time and uncertainty on the future timing of the Adult Social Care Reforms remain. These factors can have a significant impact on the future years' 'budget gap' identified above. More background is included in the Draft 2023/24 Budget and Update on the Council's Financial Strategy 2024/25 to 2026/27 report to Executive on 18th January 2023 and 2023/24 Council Tax report of 8th February 2023. 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 (reforms and ageing population); Children's Social Care, Education (central costs, high needs transport and DSG deficit), Waste (growing number of households) and limited delivery of planned mitigation savings. 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). Local government may be required to take on new funding responsibilities in the future without adequate funding. Impact of future welfare reforms. Ongoing risk of inflation exceeding Bank of England inflation target levels. Failure to identify and highlight frauds and weaknesses in the system of internal control (which invariably have a financial impact). Overall, identified fraud losses are mainly benefit related (Council Tax Support / Single Person Discount). <p>Effect(s):</p> <ol 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 - Regular analysis of funding changes and new burdens including full year impact - 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 	4	5	20	The Council continues to explore transformation opportunities to help meet the ongoing budget gap	17 10 23	Director of Finance	
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> <ol 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 - Quarterly RAG rated contract reports to COE/CLT with individual reports to Contract Owners - Procurement Board oversight - Member scrutiny including regular Contract Monitoring Reports for £500k+ contracts - Regular programme of training delivery to staff - Quarterly Contract Owners meetings 	2	4	8	<ul style="list-style-type: none"> - Contract Management guidance on toolkit to be reviewed - Ongoing training delivery - Sample check of contract management and contract monitoring arrangements across Council - Review of Third Party Spend, identification of any issues and follow up for remedial action and key messaging - 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"> Some information systems not fully fit for future business purpose Insufficient capacity and skill within Corporate IT and services to maintain and support systems during a period of significant change and in the future, including for individual systems 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). - (Phase 2 upgrade of website planned) IT failure impacting on critical operational systems. Over the next 3 years we will need to undertake gateway reviews / procurement plans for Council's business critical systems for example, Uniform, Housing info system and Education's Capita One system plus the main LBB website Transfer of IT contract to a provider following procurement process Potential risk in transferring from one site to another if there is lack of adequate support and sufficient timeframe <p>Effect(s):</p> <ol style="list-style-type: none"> Service disruptions Inability to access key systems Reputational damage Inability to support organisation change and savings targets Failure to achieve our MBEB priorities. 	ICT Data and Information Technological	3	4	12	<ul style="list-style-type: none"> - Robust backup arrangements in the new accommodation - Enhanced antivirus/cyber security, tested system restoration arrangements. - Cloud migration project - New contract - Accommodation better equipped to support resilience 	2	4	8	Review data storage /hosting arrangements. Completion of cloud migration, office accommodation, contract procurement and award	Director of Corporate Services supported by AD IT		
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> <ol 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 reviews (Annual) - SIEM system monitoring - Data Protection Impact Assessments - ongoing vulnerability management through Tenable system - phishing exercises to raise awareness - PCI DSS compliance reviews (Quarterly) 	3	5	15	<ul style="list-style-type: none"> - review and implementation of retention schedule in all systems hosting data - Further phishing exercises - increased training and awareness of Cyber Security - continuously improve technical measures to assist Cyber Security, Data Management and Data Search - Security Operation Centre(SOC) will be implemented by December/January which will proactive monitoring all of the LBB Data and Infrastructure. 	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> <ol 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	3	4	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 	2	4	8	<ul style="list-style-type: none"> - CLT to continue drive of business continuity management programme - Further development of Business Continuity response to a cyber attack - Further development of corporate business continuity plan following completion of directorate testing and exercising regime 	Director of Environment and Public Protection		

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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> <ol style="list-style-type: none"> Inability to recruit and retain sufficient numbers of staff to carry out statutory duties across the division to manage current levels of demand <p>Effect(s):</p> <ol style="list-style-type: none"> Impact on life chances and outcomes for children Adverse inspection leading to reputational damage and further operational difficulties (staff leave etc) 	Children's Social Care Legal, Reputational	3	5	15	2	5	10	<p>- Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme 2023/24 has been agreed.</p> <p>- 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 to ensure we have a broad and comprehensive approach. We are also currently actively recruiting from overseas.</p> <p>- Scrutiny of Performance Management Framework and Indicators</p> <p>- Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money</p> <p>- Quality Assurance Audit Programme continues to be in place. We have also added "Dip Sampling" of cases to the ways in which we are auditing quality of practice.</p> <p>- Children's Service Practice Improvement Board; this meeting continues to be the key forum for discussing and evaluating the quality of practice.</p> <p>- Continued monitoring of caseloads to keep these in line with the Bromley Caseload Promise.</p> <p>- Identified training plan for qualified social workers and other professionals reviewed and updated quarterly</p>	<p>- Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB) sessions continuing to be held quarterly.</p> <p>- Practice review cycle has continued as has Practice Assurance Stocktakes (PAS)</p>	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. 15 per month). Lack of local affordable sustainable options Rising energy and other costs households facing increasing risk of homelessness Uncertainty around the impact of move on requirements for schemes such as Homes for Ukraine, Afghanistan resettlement programme <p>Effect(s):</p> <ol 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 unsuitable accommodation and increased risk of Out of Borough Placements Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) Pressure on other services Increase in the number of out of borough placements 	Housing Social	5	4	20	4	4	16	<p>- Focus on preventing homelessness and diversion to alternative housing options through:-</p> <ul style="list-style-type: none"> 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 <p>- Sanctuary scheme for the protection of victims of domestic violence</p> <p>- Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money</p> <p>- Development of social housing on LBB sites and implementation of Meadowship Homes acquisition</p> <p>- Implementing the Homelessness Strategy - setting up the multi agency Homelessness forum and taking forward the priorities of the strategy</p> <p>- New incentive campaign for private sector landlords embedded and benefits being realised</p>	<p>- Phase 2 of meadowship homes property acquisition now live. Approval to progress with a further 3 housing sites under the LBB affordable housing delivery programme</p> <p>- ongoing conversion of tenancies in the More Homes Bromley scheme from temporary to permanent</p> <p>- Undertake rolling programme of SLA agreements and quality assurance programme for TA to ensure that accommodation procured meets all required accommodation standards</p> <ul style="list-style-type: none"> Review requirement for block bookings to ensure sufficient TA supply Undertake a review of the support and incentives provided to increase access to private sector accommodation. 	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 required to deliver a balanced budget in the Medium Term Financial Strategy 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. <p>Effect(s)</p> <ul style="list-style-type: none"> Inability to address the Council's budget gap. Unable to meet key commitments of the Medium Term Financial Strategy 	Finance Financial	4	5	20	3	5	15	<p>1. Robust governance process: fortnightly meetings of the Transformation Board, chaired by the Chief Executive and attended by Chief Officers</p> <p>2. Each Transformation Board workstream attends the Transformation Board before proposals are reviewed by Cabinet/Directors, PDS Committees and the Executive.</p> <p>3. Each Transformation workstream has appropriate resources to successfully deliver proposals</p> <p>4. Monthly Transformation newsletter in place to appropriately engage with key stakeholders</p> <p>5. Where transformation proposals have public law implications, an appropriate assessment is carried out and stakeholders are engaged, including Procurement and Legal Services.</p> <p>6. Each Chief Officer gives an update at their respective PDS Committee(s) on Transformation progress</p> <p>7. Transformation Fund supports the successful delivery of transformation proposals subject to a suitable business case being provided</p> <p>8. 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</p> <p>9. All relevant proposals will be submitted to the Executive to inform budget setting for MTFS.</p> <p>10. Finance provide assurances through budget monitoring to ensure that agreed mitigation and transformation programmes are on track to deliver the savings identified. Where Directors declare a deviation from the plan, alternative proposals are sought for approval.</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"> Nov/December 2023, Options consulted, EIA, discussed at PDS committees and Executive January 2024, MTFS discussed and agreed at ERC PDS and Executive 26 February 2024, Approval of budget at "Special Budget Council" 	Chief Executive
13	Corporate Risk	Climate Change Failure to adapt the borough and Council services to our changing climate	<p>Cause(s)</p> <p>Severe weather events including extreme heat, storms, floods etc</p> <p>Effects</p> <p>Resulting in threats to service service provision, environmental quality and residents' health in addition to reputational damage caused by perceived lack of action to tackle climate change</p>	Service Delivery	3	4	12	2	4	8	<p>1. Emergency Planning to liaise with Public Health on cross-cutting issues e.g. excess summer deaths and vector-borne disease etc.</p> <p>2. Detailed climate action plan developed as part of ongoing Carbon Management Programme, in order to achieve net zero organisational carbon emissions by 2027.</p> <p>3. Public signposting document to be developed early in 2023/24 to support homeowners and businesses to reduce their emissions.</p>	Director of Environment and Public Protection	

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14	Corporate Risk	Health & Safety (Fire and First Aid) Non compliance with legislation	<p>Cause(s)</p> <ol style="list-style-type: none"> No trained fire responsible person (legal) for some sites Insufficient numbers of trained fire wardens working from the site to safely manage an evacuation (in accordance with the Fire Risk Assessments). Insufficient fire safety and fire fighting equipment and insufficient first aid supplies Property related issues Insufficient numbers of trained first aiders working from site to ensure sufficient first aid cover Insufficient arrangements for monitoring who is onsite at any given time Fire risk assessments not undertaken <p>Effect(s)</p> <ul style="list-style-type: none"> Non compliance with legislation which could lead to legal and financial consequences Inadequate plans for fire safety and evacuation 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	5	5	25	<ul style="list-style-type: none"> Reduced number of staff on site Check in and check out arrangements adopted at the Civic Centre site New fire evacuation instructions for the Civic Centre site published All staff required to complete fire prevention and evacuation e-learning course Currently trying to recruit more volunteers to be fire wardens and first aiders To encourage people to become fire wardens and first aiders, monthly allowance volunteers receive was increased Fire Safety is standing item at Corporate Health and Safety Committee New Fire Safety policy published Arrangements for new accommodation implemented and are under constant review 	3	5	15	<ol style="list-style-type: none"> Learning and Development arranging fire responsible person, fire warden and first aider training. Facilities Management to ensure Fire Risk Assessments are completed. Facilities Management to engage fire safety supplier to produce Emergency Plans. Civic Centre Emergency Plan is to include the 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. Fire safety documents to be stored corporately to retain corporate knowledge and ensure regularly reviewed. Fire Safety to be added to COE agenda as a standing item. Fire drills to be undertaken. Alternatives to current Civic Centre check in and check out arrangements to be reviewed due to issues with current arrangements. Out of normal office hours arrangement to be reviewed. 	Director of Human Resources, Customer Services and Public Affairs		
15	Corporate Risk	Homes for Ukraine and other Refugee programmes Inability to effectively manage the volume of people, including unaccompanied minors who may present as homeless due to cessation of sponsor accommodation, safeguarding concerns and the resulting additional pressures placed on the homeless budgets and children's social care	<p>Cause(s):</p> <ol style="list-style-type: none"> Volume of refugees arriving increasing Breakdown in relationship between sponsor and guest Accommodation coming to an end at the pre-agreed period with no alternatives readily available, other than temporary accommodation or foster care <p>Effect(s):</p> <ol style="list-style-type: none"> Failure to fulfil statutory obligations Impact on life chances and outcomes for individuals and families in temporary accommodation, particularly given the vulnerability of the refugees Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) Pressure on Children's Social Care if the sponsor placement fails and a Foster Placement is required Impact on available accommodation to meet other statutory duties 	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 Modelling taking place to forecast how many households may need accommodation around the 6 month mark Expression of Interest data being utilised and home assessments and DBS checks will be carried out so that alternative sponsor accommodation is available 	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. Beehive acquisition schemes has secured 90 new units of accommodation with Executive approval to enter into an acquisition programme with Orchard and Shipman for c250 homes. Approval given to continue to operate the dedicated team for the next twelve months Deliver incentive scheme for hosts prepared to extend sponsor placement Continue to extend and deliver range of floating support schemes Implement dedicated housing advice role to offer intensive support to families at risk of placement breakdown Ongoing dialogue with sponsors to enable modelling of when placements may come to an end Implementing the re matching service 	Director of Housing, Planning and Regeneration		
16	Corporate Risk	Capital Financing Shortfall Risk of significant costs increase in the Capital Programme and possible reductions in proceeds from disposals could impact on the Council's ability to fully fund the Capital programme	<p>Cause(s):</p> <ol style="list-style-type: none"> Property price reductions as a result of the economic environment could have a negative impact on sale proceeds. Limited scope to identify further Council assets for disposal Significant increase in cost of capital schemes due to inflation and supply issues requiring an increase in funding Significant additional costs and future liabilities across the Council's operational estate arising from any further condition survey liabilities not identified at this stage. Requirement to obtain funding for significant new Housing Schemes and impact of higher borrowing costs In January 2023, a report titled Capital Strategy 2023-24 to 2026-27 and Q3 Capital Programme Monitoring to Executive identified a significant increase in the Council's capital programme and resulting funding proposals given the factors identified above there is a risk that significant changes in cost and proceeds could create a new capital financing shortfall that needs to be addressed. The full funding identified excludes the potential works relating to potential works on the Churchill Theatre and library with proposals expected to be reported to Members later this year. Only limited earmarked reserves available to support the capital programme, once other pressures (inc revenue budget gap) are factored in. <p>Effect(s):</p> <p>Without alternative funding, the Council would require drawdown from revenue resources. This would increase the Council's revenue budget gap. Or many schemes would not progress due to lack of funding available although the scope to do this may be limited given the critical nature of some of the works required.</p>	Economic - Strategy	4	4	16	<ol style="list-style-type: none"> Fundamental review of capital programme undertaken to inform updated Capital Strategy 2023/24 to 2026/27 as reported to Executive in January 2023 - this includes full capital programme, approved asset disposals, mitigations and agreed financing options. Regular reporting to Members via SAG, FSG and Executive Tight control and scrutiny [by finance] of capital spending commitments as they reach the level of business case. Quarterly capital programme monitoring reports to Executive. Current programme has now had funding agreed (ie Members have approved PWLB borrowing to refinance existing housing schemes (£50m via PWLB) and the additional option of up to £10m support from the Council's revenue earmarked reserves). 	3	4	12	Director of Finance			
17	Corporate Risk	Operational Property Repair The OPR Programme cannot be delivered to budget and within programme	<p>Cause(s):</p> <ol style="list-style-type: none"> That building cost inflation and other economic uncertainties continue The scope of works required exceeds the budget The programme continues beyond the time anticipated Resource to deliver the programme not available as anticipated <p>Effect(s):</p> <ol style="list-style-type: none"> Not all works required can be implemented Impacted properties may continue to have repair liabilities beyond those anticipated Impacted properties may not be compliant for building regulations and health & safety Works continue beyond the end of the anticipated programme 		5	4	20	<ul style="list-style-type: none"> Surveys undertaken across the portfolio, Cost estimates undertaken utilising average cost per m², Executive Report on findings of the review and proposed capital works to refurbish the properties agreed at Full Council in Dec '22 Ensure alternative and adequate resources are available 	4	3	12	Monitor costs at Programme Board	Director of Housing, Planning and Regeneration		

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18	Corporate Risk	Operational Property Repair Buildings within the OPR Programme fail prior to commencement of works	<p>Cause(s):</p> <ol style="list-style-type: none"> Infrastructure that is beyond economic repair fails <p>Effect:</p> <ol style="list-style-type: none"> The property cannot be occupied A Council service or stakeholder is unable to continue to offer a service from the property There is a health & safety incident The Council suffers financial and/or reputational loss 		5	4	20	Works on properties known to be at risk are being accelerated	4	3	12	Monitor Facilities Management reports of infrastructure failure	Director of Housing, Planning and Regeneration
19	Corporate Risk	Recruitment and Retention Ineffective recruitment and retention strategies for hard to fill posts	<p>Cause(s):</p> <ol style="list-style-type: none"> Physical environment/hygiene facilities Culture Increasingly fluid market Increases in demand and/or reductions in supply Lack of experienced staff in the labour pool Budget constraints Lack of leadership Failure to compete with other organisations to recruit the highest quality candidates to build an agile work force Cost of living rises deter potential candidates from working in London Recruitment can fluctuate due to external pressures <p>Effect(s):</p> <ol style="list-style-type: none"> Potential service delivery impacts Increased costs due to use of agency workers Reduction in quality of service 	Personnel / Operational	3	4	12	<ol style="list-style-type: none"> Horizon scanning to anticipate changes and trends to staff complement Keeping up to date on national trends for hard to recruit professions Case load review Review of pay and comparison with neighbouring LAs R&R Board to regularly review No Quit Policy in place Implement grow your own initiatives e.g. senior practitioners progression pathway, training pathways for social workers, graduate trainees, apprentices Overseas recruitment Signed up to the London Pledge - all Councils have a memorandum or understanding to pay social workers same rate LBB staff present at recruitment fairs/events Dedicated HR team to support managers in recruiting hard to fill positions in CSC and Education Recruitment drive to convert locums to permanent staff Exit interviews to understand why staff leave Recruitment event took place in January 2023 	3	3	9	<ol style="list-style-type: none"> Review of retention strategies Development of a Talent Management Strategy Consideration to resurrect 'Future Leaders Programme' 	Director of HR, Customer Services and Public Affairs
20	Corporate Risk	Accommodation Move to Direct Line Building	<p>Cause(s)</p> <ol style="list-style-type: none"> Purchase is not financially viable. Scope Creep Conflicting Council Priorities and resources Building not ready for occupation Unable to dispose of the Civic Centre Unable to Maintain the Building Dual running costs of 2 sites Lack of as is surveys and drawings <p>Effect(s):</p> <ol style="list-style-type: none"> Overspend on the capital and revenue budgets. Unable to occupy the building. Subject to circa £40m of works on the Civic Site Wasted costs on the due diligence work Public and staff dissatisfaction Reputational damage Financial implications of not being able to dispose of CC site including ongoing dual running costs 	Financial & Political	5	5	25	<p>Building purchased and Phase 3 level 2/3 operational for a number of staff classed as early movers</p> <ul style="list-style-type: none"> Subject to member approval Awarded the contract for the refurbishment works 2 stage tender process so that we can work in partnership with the awarded contractor to work up the final desk and costs Engaged key property consultants to market the civic centre site and already a lot of interest already Key workstreams up and running with oversight through a Programme Board and COE 	4	4	16	On-going monitoring as one of the Council's biggest Capital Programme with clear governance process in place and oversight through COE.	Director of Environment and Public Protection