

## 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>
IT Security Failure	Assistant Director – IT	15 – High	<p>The Security Operation Centre (SOC) has been implemented which is being fine-tuned to ensure efficient proactive monitoring of the LBB Data and Infrastructure. Monthly reports are provided from the SOC setting out the top ten threats to the Council. These are being further developed to include information on which specific controls prevented these threats so that we can analyse whether compensating controls require strengthening.</p> <p>The renewed BT contract strengthened the approach to proactive vulnerability management. The Council will have an external company conducting its annual IT Health Check in May, producing a report for actioning with BT. This will test the infrastructure configuration, penetration tests, residual vulnerabilities and device builds.</p> <p>A new staff training package is being developed for 2024 for security and data protection which will be mandatory for all staff to complete.</p> <p>The inherent risk will always be high because the threat is continually evolving and therefore keeping pace with the latest threats is an ongoing challenge. Whilst the Council has a number of controls in place, breach of any of these controls could result in a successful cyber attack.</p>
Temporary Accommodation -	Director of Housing,	20 – High	Increases in homelessness and the use of temporary accommodation is being faced particularly in London and the Southeast. Increased

<p><i>Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homeless budgets</i></p>	<p>Planning and Regeneration</p>		<p>difficulty in procuring sufficient supply of accommodation and significant price increases are all placing an upward pressure. We have also recently decanted Bellegrave in order to facilitate new affordable developments.</p> <p>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.</p> <p>Review of the landlord incentive scheme has been completed and runs alongside on-going negotiations for block booking arrangements and inspections against the SLAs to ensure standards are met. 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. Progress against actions is reviewed minimum quarterly.</p> <p>We continue to pursue all grant funding opportunities to mitigate cost and support delivery of new affordable housing.</p> <p>Whilst the range of measures successfully helps to mitigate the pressures reducing the numbers of households that need to go into TA the current rate of new placements into TA and rising costs by far exceed the level of new placements able to be achieved in the current market.</p>
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<p>Failure to deliver the Transforming Bromley Programme</p>	<p>Chief Executive</p>	<p>15 – High</p>	<p>The MTFS presents a significant budget deficit from 2025/26 rising to £39m in four years.</p> <p>The Transforming Bromley Programme is a mechanism through which stakeholders are engaged to develop business cases for change to address the Council's budget gap.</p> <p>With such significant savings to agree, options are likely to have an impact on service scope, specifications and as such our resident experience. Identifying savings and or additional income options that won't compromise services or negatively impact constituents will be challenging. Transparency and effective communication with the public about budget constraints and the need for difficult decisions will help build an understanding and support for necessary changes.</p> <p>The Executive has agreed additional resources to enable the Transformation Programme. These will assist the Council to draw on capacity and skills to identify and implement effective cost-saving measures. By developing a four-year plan we aim to avoid the temptation of opting for short-term fixes over long-term sustainable solutions. These include digital solutions.</p> <p>Implementing cost-saving measures may face resistance from various stakeholders, including employees and the community who may be impacted by proposed changes. The Council will continue to engage in strategic planning, fostering collaboration amongst stakeholders, investing in capacity building, and adopting a proactive and innovative approach to budget management.</p> <p>Timeframe against which savings proposals are established and agreed to enable a balanced MTFS.</p>
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<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 the Fire Safety Act 2021,</i></p> <p><i>(ii) Health and Safety (First Aid) Regulations 1981</i></p>	<p>Director of HR, CS and PA</p> <p>Director of Housing, Planning and Regeneration</p>	15 – High	<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 and first aid arrangements, as noted in the causes box for this risk on the risk register, and the severe findings noted in some of the recently completed fire risk assessments, the risk remains high. Some actions have now been progressed, such as some of the courses needing to be delivered have now been delivered, the creation of a fire safety committee and the creation of a report about the fire risks of electric powered personal vehicles.</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 include:</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> </ul>

			<ul style="list-style-type: none"> <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 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>Update 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>

			<p>Volume of Asylum Seekers receiving decisions on their asylum application from the Home Office has slowed down over the last few months, however there is the risk that if this picks up pace, these households will approach Bromley and the vacant accommodation is likely to be utilised for further Asylum placements.</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 September 2024.</p> <p>We have awarded a Cat B Fit-out Contract to Neilcott Construction Limited via the Procure Partnership Framework the enabling works commenced and will be completed in early April 2024. During the enabling works we have identified a number of areas of deleterious materials which we have had to address ahead of the main works and a number of these works will need to be further worked on during the main works which will start in Mid-April 2024.</p> <p>Since taking vacant possession, the Programme Team have brought Phase 3 level 2 &amp; 3 into operational use and have set up 150 desks with circa 500 staff based in Churchill Court across the working week. 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 September 2024.</p>
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