

BRENTWOOD BOROUGH COUNCIL OPERATIONAL RISK REGISTER 2021

Risk No.	Risk Details	Risk Owner	Risk Categorisation	Original Scores (before any mitigations)			Mitigations to date	Current Scores May 2022			Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	Target Scores (following completion of all further actions)		
				L	I	S		L	I	S				L	I	S
Corporate Strategy: Protecting our Environment - Developing a clean and green environment for everyone to enjoy																
Risk E&C1	Cause: If we fail to protect our employees and other persons to whom we owe a duty of care	Health & Safety Officer	Legal/Compliance	5	5	V High 25	All areas have received training and ongoing support in risk assessment and Health and Safety management. Regular monthly meetings are undertaken for compliance across Corporate and Housing Directorates, to ensure arrangements and systems are inbedded and robust, or if not, then adjustments and improvements are made. Separate operational compliance risks have been identified for Corporate and Housing Directorates respectively. The Council's H&S Microsite provides information and respective forms for risk assessment and Safe Systems Of Work. H&S Standards and Policies and reviewed and updated as legislation or organisational changes develop.	3	4	High 12	Stayed the same	Proactive projects are being planned and programmed in to reduce the Council's risks over a period of time. In Housing the extent of the significant number of projects to manage compliance will by their nature and extent and current resources, take time over several financial years. Corporate projects to reduce risks are also being proactively planned and programmed in as well as being implemented, but will also reduce risk over a period of years.	2	4	Med 8	
	Uncertain Event (Risk): The safety, health, welfare and wellbeing of individuals may be compromised		People													
	Consequence(s): Injury or harm to employees, tenants or visitors. Fines from the HSE. Insurance claims. Reputational impact to the Council		Financial & Resources													
Risk E&C2	Cause: Lack of inspection and maintenance regime to manage trees	Arboricultural Officer	People	4	5	V High 20	Woodland management plans that have been negotiated over the last 4 years have now been approved and are beginning to be implemented to manage woodland edge trees over a 10-year period. However, a risk remains for non-woodland trees for which there is no proactive system	3	4	High 12	Stayed the same	Pear solutions have offered a system to reduce inspection times with a handheld device, training to be undertaken for Alan Marsh and another officer June 2022	2	4	Med 8	
	Uncertain Event (Risk): Risk of unmaintained trees wholly or partly falling on persons/property and other infrastructure		Reputation													
	Consequence(s): Increased likelihood of prosecution by HSE and claims against the Council		Financial & Resources													
Risk E&C5	Cause: National shortage of drivers and ageing workforce	Waste and recycling Manager	Reputation	3	4	High 12	Nationally there is a shortage of HGV drivers and this has been evident in recruitment at Brentwood and many other local authorities. Staff are reaching retirement age or leaving for higher paid jobs. Attempts to up skill loaders to drivers has been advertised but not had any impact due to salary difference	3	4	High 12	Stayed the same	New contract with Opus agency staff. Early signs showing that staff are still difficult to employ	2	4	Med 8	
	Uncertain Event (Risk): Unable to recruit LGV waste drivers		Financial & Resources													
	Consequence(s): Unable to deliver Waste and recycling collections															

BRENTWOOD BOROUGH COUNCIL OPERATIONAL RISK REGISTER 2021

Risk No.	Risk Details	Risk Owner	Risk Categorisation	Original Scores (before any mitigations)			Mitigations to date	Current Scores May 2022			Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	Target Scores (following completion of all further actions)		
				L	I	S		L	I	S				L	I	S
Corporate Strategy: Improving Housing - Access to a range of decent homes that meet local needs																
Compliance - the risk is that the Council will not achieve the plans to deliver compliance for the key areas and the delivery of the compliance project plan.																
Risk H&C2	Cause: Not achieving the plans to improve compliance by the required timescale.	Compliance Manager	Legal/Compliance	5	5	V High 25	A specific compliance risk register has been produced with detail on the risks. A new performance reporting template has been produced which identifies the areas of non-compliance and the gap to compliance. Actions are in place to reduce the gaps in the known compliance issues. Regular meetings are in place to address the concerns.	3	4	High 12	decreased	Good progress is being made in all areas of compliance however, there are a significant amount of projects which will take time to be completed and therefore this demonstrates the risk level. A central overview of all compliance performance reported to SLT monthly. Keystone KRM is in the final stage of going live. The Foundation module is ready to carry out FRAs and upload actions automatically. Final testing on the Foundation module due for mid-June to ensure all data is being captured correctly and actions can be completed on Keystone. Growth bids in Capital have been accepted and works in all compliance streams are underway. These will take the rest of the FY to complete and prepare for next FY works. Risk reduced from L4 x I5 = V.High 20	Mar-25	1	5	Med 5
	Uncertain Event (Risk): The management of compliance is not effective.		Reputation													
	Consequence(s): Compliance is not achieved by March 2022.		Effects on Service													
Decisions on HRA stock - the risk is that the Council does not make timely decisions on the retention and investment in the HRA stock.																
Risk H&C3	Cause: Decisions on the HRA stock not taken, leading to additional expenditure.	Corporate Manager	Financial & Resources	4	3	High 12	Sheltered housing review has started, with a review of the garage sites and the sites for potential regeneration to be identified.	4	3	High 12	Stayed the same	The 7 year small sites programme is in place and is progressing well. Review of additional sites is ongoing to determine further the long term investment required to support the HRA business plan		1	4	Med 4
	Uncertain Event (Risk): The assets have not been reviewed to identify long-term use of the sites.		Effects on Service													
	Consequence(s): That resources are used on properties that the Council does not wish to retain in the long-term.		Reputation													

BRENTWOOD BOROUGH COUNCIL OPERATIONAL RISK REGISTER 2021

Risk No.	Risk Details	Risk Owner	Risk Categorisation	Original Scores (before any mitigations)			Mitigations to date	Current Scores May 2022			Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	Target Scores (following completion of all further actions)		
				L	I	S		L	I	S				L	I	S
Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services																
Risk F&R3	Cause: Lack of robust and resourced regime for addressing failures in Corporate property compliance	Facilities Manager	Financial & Resources	5	5	V High 25	Undertaking routine compliance and remedial actions when identified. Retain appropriate documentation for evidence	4	3	High 12	Stayed the same	Develop document retention process, explore utilisation of assets database, commence programme of property inspections to ensure compliance is being maintained.		2	3	Med 6
	Uncertain Event (Risk): Risks to the Council, its staff and its residents where key compliance checks have not been satisfactorily completed for corporate buildings, etc. and any issues address (e.g. fire, water, gas, etc)		Legal/Compliance													
	Consequences: Risk of closure of buildings, damage to buildings, reputation risk to Council, loss of earnings and life and prosecution from HSE		People													
Risk D&C1	Cause: If we do not have the appropriate cyber security or cyber incident response plan	I.C.T. Manager	Effects on Service	4	5	V High 20	Manages Security Service has been running for second year, now with an introduction of a monthly review. Azure Security services are being expanded. IT staff attended Cyber Incident Response Planning Course.	2	5	High 10	Stayed the same	Continue to work with our security partner and other Essex LA technical teams through the Essex Digital Partnership, to share good practice knowledge and cost efficiencies. The threat landscape is continuously evolving and we are also working with potential new partners to bring new technologies to help with our resilience against cyber threats.	Ongoing	2	5	High 10
	Uncertain Event (Risk): The Council may be at risk of loss of data or service delivery through cyber attack		Financial & Resources													
	Consequence(s): Loss of key systems/inability to provide key services Loss or corruption of data Financial Loss Cost/time spent to recover		Reputation													

BRENTWOOD BOROUGH COUNCIL OPERATIONAL RISK REGISTER 2021

Risk No.	Risk Details	Risk Owner	Risk Categorisation	Original Scores (before any mitigations)			Mitigations to date	Current Scores May 2022			Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	Target Scores (following completion of all further actions)		
				L	I	S		L	I	S				L	I	S
Risk D&C2	Cause: If we don't have the level of resourcing to provide an effective service or deliver Corporate Objectives and the Digital Strategy	I.C.T Manager	Effects on Service	4	5	V High 20	We have several vacant posts across IT, Digital and projects and if we loose any further resources or have any sickness we will struggle to provide an effective service. We have relationships to leverage to help provide services and potential use of agencies if required. Permanant staff is a preferred option	3	5	V High 15	Stayed the same	We have extended our recruitment time and will be shortlisting end of June. The likelihood has increased and the public sector is struggling to recruit into technical positions which has increased the impact. If we are unable to recruit successfully this severity with gradually increase overtime. We will continue to work with Rochford colleagues to workout how we can align and build resilience.	22-Sep	2	5	High 10
	Uncertain Event (Risk): The Council may be at risk of delivering an effective service		Reputation													
	Consequence(s): It will result in service delivery failure affecting many services across the council		Legal/Compliance													
Risk D&C3	Cause: Loss of availability of Business applications and access data	I.C.T. Manager	Effects on Service	3	5	V High 15	Using the principle "High Availability by design" we have invested in technology and built a digital platform for officers - the "Cloud Desktop". This has taken advantage of cloud technologies this has made the availability of business applications and access to data.	3	4	High 12	Stayed the same	Work continues with modernising and improving systems, there has been some delays due to resourcing and changes in project priorities that has impacted project timelines. We will continue to work with Programme board on priority management Work has been priorities for Officers End User Devices to support the changing working environment and to provide stble endpoints so that access to Systems and business data is robust.	Ongoing	2	4	Med 8
	Uncertain Event (Risk): The Council may be at risk of delivering an effective service		Reputation													
	Consequence(s): Failure of providing services to customers and vulnerable people		Legal/Compliance													
Risk D&C4	Cause: Loss of Customer facing digital platforms	I.C.T. Manager	Effects on Service	3	5	V High 15	Similar to Risk 3 using the principle "High Availability by design" we have invested in cloud technology to build customer facing digital platforms to our customers.	2	5	High 10	Stayed the same	We continue to work with service providers to ensure high availability of digital platforms for customers Where required new partners are appointed to help maintain this. This will continue to help us manage the likelihood.	on-going	2	5	High 10
	Uncertain Event (Risk): The Council may be at risk of delivering an ineffective service		Reputation													
	Consequence(s): Failure of providing services to customers and vulnerable people		Legal/Compliance													