

KEY OPERATIONAL RISKS

ID	CAT.	RISK IDENTIFICATION (Describe risk and underlying cause)	IMPACT (Consequences of risk maturing)	Risk Owner	Inherent (raw) risk			Existing Controls	Sources of Assurance	Residual (net) risk			Movement Indicator	Further Actions	Deadline	Responsible Officer
					Impact	Likelihood	Risk Score			Impact	Likelihood	Risk Score				
Environment and Neighbourhood Services																
ENS1	Environmental / Economic	Effects of Climate Change not adequately planned for. Environmental Targets not met. Failure to understand and plan to mitigate the impact of and adapt to climate change. Failure to cope with severe weather events.	Negative impact on health & wellbeing of residents. Increase in energy costs and fees paid to the Environment Agency on Carbon Reduction Commitment Regulations and reputational risks for being at the bottom of the league table. Increase expenditure to make further adaptations and other levies.	Sue Harper - Director of Environment & Neighbourhood	6	4	24	Climate Change Strategy & Action Plan; Travel Plans; Recycling Schemes; Civic Centre; Climate Change Pledge; Waste Strategy, Carbon Management Programme and the Council's Green Charter. Emergency and business continuity plans	Internal Audit - CRC Readiness Report. Audit by Environment Agency. Progress on Green Charter is reported to members	6	3	18		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
ENS2	Legal / Reputational / Environmental	Major or large scale incident (accident; natural hazard; riot) business interruption affecting Council's resources and its ability to deliver critical services. Risk to safety of staff / Loss of staff.	Service delivery disruption and impact on the Council's ability to deliver critical services.	Gareth Daniel - Chief Executive; Sue Harper - Director of Environment & Neighbourhood	6	5	30	Community Resilience; Civil Contingencies Register; Emergency Planning	Emergency Planning & Business Continuity	6	3	18		Regular review and assessment of robustness of plans	On-going	Martyn Horne - Head of BCP, Env & Neighbourhood
ENS3	Service Delivery / Financial / reputational	Financial/ bankruptcy of major service provider/contractor i.e. waste, street cleansing, trees, parking. Performance targets not met.	Catastrophic failure in service delivery/disruption. Council unable to fulfil its statutory duties. Reputational damage and financial implications.	Sue Harper - Director of Environment & Neighbourhood	6	3	18	Robust Tendering & Contracting procedures with effective contract clauses when negotiating Contracts. The requirement for financial guarantee / bond / parent company guarantee. Effective Contract Management procedures & arrangements ; regular meetings with contractor; performance monitoring; action plans to address underperformance	Auditor's Reports; Internal Audit Reports; Performance Reports; Performance information.	6	2	12		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
ENS4	Financial/Service Delivery/Reputational	Contractual issues leading to ending of PFI contract with Webster (Streetlighting) and Linteum Willesden Limited (Willessden Leisure Centre)	Service delivery disruption and impact on the Council's ability to deliver critical services	Sue Harper - Director of Environment & Neighbourhood	5	5	25	Use of service credits and incentives; Robust Contract Management procedures & arrangements; regular meetings with contractor; performance monitoring; action plans to address under performance.	Auditor's Reports; Regular performance information and financial reports	4	2	8		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
ENS5	Financial/Reputational	Failure to meet Administration's recycling and composting target of 60% by 2014/15. This would mean higher disposal costs and savings target not being met.	Higher disposal costs currently at £93 per tonnes and unable to deliver saving agreed. Reputational risk of being at the bottom of the league table.	Sue Harper - Director of Environment & Neighbourhood	6	5	30	Communication plan to engage with residents to ensure effective use of the service on an on-going basis. Recycling and environment officers continue to monitor performance. The One Council 'Managing the Public Realm' project has work streams to minimise waste and improve recycling.	Robust and timely monitoring of performance by DMT and by Corporate Financial Steering Group . The OC project identify and report any concerns on waste through monthly Portfolio reporting to the PMO	5	3	15		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
ENS6	Financial/service delivery	Income targets for Parking, Licensing and Pest Control not met.	E&NS will have to reduce services to fund these income shortfalls and may be unable to balance its budget	Sue Harper - Director of Environment & Neighbourhood	5	4	20	Timely and robust budgets monitoring. Risks identified under the One Council 'Parking Transformation' project will be managed through the departmental monthly portfolio reporting and the PMO	High level financial monitoring by DMT and Financial Steering Group. The OC project identified and report any concerns on Parking through monthly Portfolio reporting to the PMO.	5	3	15		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood

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ENS7	Personal Safety	Risk to personal safety of officers undertaking enforcement action or during the course of their duties.	Serious harm to employees resulting in legal action against the Council ; reputational damage.	Sue Harper - Director of Environment & Neighbourhood	6	4	24	Training in personal safety for employees; risk assessment; safe working practices; lone worker guidance.	Audit of Training data, check by HOS on risk assessments	4	3	12		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
ENS8	Financial / Reputational / Legal	Lack of available funds for road maintenance; poor road conditions or deterioration in road conditions	Increase in the number of claims brought against the Council for damage to vehicles caused by pot holes and poor roads conditions which may result in traffic injury or increase in the number of accidents.	Sue Harper - Director of Environment & Neighbourhood	5	3	15	Prioritise work and minimise size of repairs. Review intervention level. Manage customer expectations, information on web site.	Monitoring of work programme	4	3	12		N/A	On-going	Sue Harper - Director of Environment & Neighbourhood
0 ENS9	Reputational	London Olympics 2012 -Transport infrastructure around the stadium and surrounding areas will be under severe pressure during the Olympics.	Staff and residents unable to get to work or around the borough; disruption to contractors; damage to reputation.	Sue Harper - Director of Environment & Neighbourhood	6	3	18	Business Continuity Plan, TFL transport plan and Olympic 2012 Operational Plan to identify and manage the risks	Emergency Planning & Business Continuity	4	3	12		Regular review and assessment of robustness of plans	Jun-12	Sue Harper - Director of Environment & Neighbourhood
ENS10							0					0				
ENS11							0					0				