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| Committee(s) | Dated: |
| Port Health & Environmental Services Committee – For Information | 25092018 |
| Subject: Department of the Built Environment Risk Management – Periodic Report | Public |
| Report of: Director of the Built Environment | For Information |
| Report author: Richard Steele | |

Summary

This report has been produced to provide the Port Health and Environmental Services Committee with assurance that risk management procedures in place within the Department of the Built Environment are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

This report only considers risks managed by the Department of the Built Environment that fall within the remit of the Port Health & Environmental Services Committee.

Risk is reviewed regularly as part of the ongoing management of the operations of the Department of the Built Environment. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

There is no Corporate Risk managed by the Department of the Built Environment. No new Departmental risks have been identified. The Departmental Risks are listed at Annex 2.

The Departmental Key Risk (DBE- TP-01 - Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business) continues to be assessed as Unlikely.

Recommendation

Members are asked to:

- Note the report and the actions taken in the Department of the Built Environment to monitor and manage effectively risks arising from the department's operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the risks faced in their department.
2. Risk Management is a standing item at the Senior Leadership Team meetings.

3. Risk owners are consulted and risks are reviewed between SLT meetings with the updates recorded in the corporate (Covalent) system.
4. Each risk managed by the Department of the Built Environment is allocated to either the Planning & Transportation Committee or the Port Health & Environmental Services Committees. **This report only considers risks managed by the Department of the Built Environment that fall within the remit of the Port Health & Environmental Services Committee.**

Parallel periodic reports are submitted to the Planning & Transportation Committee.

Current Position

5. This report provides an update on the current risks that exist in relation to the operations of the Department of the Built Environment that fall within the remit of the Port Health and Environmental Services Committee.
6. In order to reduce the volume of information presented, and accordance with the Corporate Risk Management Strategy, this report includes all Corporate and Departmental level risks but not Service Level risks (unless there are changes which are considered to be likely to be of interest to Members).
7. The risk register captures risk across all four divisions within the department, (Transportation & Public Realm, District Surveyor, Development and Policy & Performance) but risks relating to the City Property Advisory Team are managed by the City Surveyor.

Risk Management Process

8. Risk and control owners are consulted regarding the risks for which they are responsible at appropriate intervals based on the level of risk and the likelihood that this level will change. In general RED risks are reviewed monthly; AMBER risk are reviewed quarterly; and GREEN risks are reviewed quarterly, 6 monthly or annually depending on the likelihood of change.
9. Changes to risks were, historically, reported to Members as part of the Business Plan report. Members now receive this report quarterly¹ in accordance with the Corporate Risk Management Strategy.
10. All significant risks (including Health & Safety risks) identified by the Department have been added to the Covalent Corporate Risk Management System.

Significant Risk Changes

11. Routine monitoring has identified one significant risk change since the last report. This is in the risk relating to the commercial aspect of the retendering of the

¹ Due to the scheduling of meetings of the Port Health & Environmental Services Committee, and with the agreement of that Committee, these reports are presented at 4 months intervals instead of quarterly.

Cleansing and Waste contract. This is addressed at paragraph 16.

Identification of New Risks

12. New risks may be identified at the quarterly review of all risk; through Risk reviews at the Department Management Team; or by a Director as part of their ongoing business management.
13. An initial assessment of all new risks is undertaken to determine the level of risk (Red, Amber or Green). Red and Amber risks will be the subject of an immediate full assessment with Red risks being report to the Department Management Team. Green risks will be included in the next review cycle.

No new Departmental level risks have been identified since the last report.

The two new risks that were reported to Members in January (which relate to the retendering of the cleansing & waste contract) are being monitored and there are further details below.

14. A training led review of the management of risk associated with projects across the entire DBE project portfolio was undertaken in Spring 2018. Further training is being considered for later in 2018.

Summary of Key Risks

15. The Department of the Built Environment's Risk Register includes one Key Risk:

- **Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business (DBE-TP-01)**

Following implementation of the Corporate Transport Policy this risk continues to be assessed as having Impact 8 (Critical) and Likelihood 1 (Rare).

Since it is not possible to reduce the impact all our efforts continue to be directed to reduce the likelihood through compliance with the corporate Transport Policy.

From the raw figures (below) there appears to have been a reduction in compliance since the last report (prepared in early May). In fact this is not the case. The problem has arisen because of a very substantial (12%) increase in the total number of staff being required to complete Driver Check. This increase does **not** represent an increase in total staff numbers of 12% but **an increase in the number of staff registered to use City Learning** (where Driver Check is hosted). This increase arose because, as part of the preparation for GDPR, many staff, across the Corporation, were identified as not registered on City Learning and became registered. As a result of being registered on City Learning these previously "invisible" staff now show as non-compliant (until they complete Driver Check) whereas before it now appears that there was significant under reporting of non-compliance. What we see now is an opportunity to achieve an increase in compliance with the Corporate Transport Policy.

Over 93% (down from 94% at the last report) of City of London staff have now completed Driver Check (the Training Needs Analysis). Whilst completion remains patchy no department is now below 67.7% (down from 69% at the last report) and only two departments are below 80% (unchanged from the last report).

Completion of the Corporate Transport Policy online training course by drivers and their managers (as identified by Driver Check) is over 96.6% (slightly down from 97% at the last report).

Overall compliance with both Driver Check and the online training course is now at 91.2% (down from 92.1% at the last report). The Business as usual compliance target is 92.5%). It should be noted that, in the immediate aftermath of the mass registration for City Learning, this key measure fell as low as 87% and to have recovered to 91.2% represents a significant achievement.

Business As Usual monitoring ensures that compliance is maintained at a level to give assurance that the likelihood of this risk occurring remains Rare.

The use of an online system (DAVIS) to maintain records of staff driving licences and, where staff use their own vehicle on business, the vehicle details. This system allows driving licences to be checked against DVLA records (normally every 6 months) to ensure drivers continue to be appropriately licenced.

There are currently 652 (92% of the 740 who are identified as drivers through Driver Check) (slightly down from 700 drivers and 94% of 740 drivers in the last report). Of these there are 614 (94%) (up from 89% the last report). Work is ongoing to match Driver Check and DAVIS records to increase compliance with driving licence checks.

Other Risks of particular interest to Members

16. The Department of the Built Environment's Risk Register includes two other Risks regarding which Members have expressed particular interest. Both relate to the retendering of the cleansing and waste contract:

- DBE-TP-12 relates to the risk that the tender process will result in (a) greater expense (for the same level of service); or (b) deliver a lower level of service (for the same cost) (or a combination of the two).
- DBE-TP-13 relates to the risk that if there are delays to the procurement process or the mobilisation process we may not have a new fully functioning contract in place before the existing contract expires.

The risk score of DBE-TP-12 has been reduced from AMBER to GREEN – the likelihood having been reduced from Likely to Unlikely. There has been no change in the risk score of DBE-TP-13.

Both of these risks are believed to be well controlled and appear in Appendix 2.

Conclusion

17. Members are asked to note that risk management processes within the Department of the Built Environment adhere to the requirements of the City Corporation's Risk Management Framework and that risks identified within the operational and strategic responsibilities of the Director of the Built Environment are proactively managed

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – Register of DBE Corporate and Departmental risks (Port Health & Environmental Services Committee)

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