

## Detailed Risk Report (incl Control Measure Target Date)

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Target Risk			Responsibility	CPT
					L	I	Total	L	I	Total		
CLSCCB0012	Major Health and Safety Incident affecting Council employees, Buildings or related Infrastructure.	<p>The job: including areas such as the nature of the task, workload, the working environment, the design of displays and controls, and the role of procedures. Tasks not designed in accordance with ergonomic principles to take account of both human limitations and strengths. Not matching the job to the physical and the mental strengths and limitations of people. Mental aspects would include perceptual, attentional, and decision-making requirements.</p> <p>The individual: including a person's competence, skills, personality, attitude, and risk perception. Individual characteristics influence behaviour in complex ways. Some characteristics such as personality are fixed; others such as skills and attitudes may be changed or enhanced.</p> <p>The organisation:</p>	Injury/ill health/death, direct and indirect costs, disruption to service, reputational damage and possible prosecution	<p>Existing Control Measures Arrangements and performance monitored, audited, and reviewed via Joint Health and Safety Committee</p> <p>6 x corporate specialist Health and Safety Advisors, with 1 allocated to each directorate</p> <p>Corporate H&amp;S training via the Learning Hub and advertised locally</p> <p>Provision of communication around changes in legislation, standards, and industry best practice to schools and services.</p> <p>Updated guidance, templates, and resources available from the H&amp;S section of The Bridge</p> <p>Investigation of accident notifications received via the online AIR Form system, in accordance with the CHSS policies and Accident Investigation procedure, with RIDDOR Accident notifications being made on behalf of schools and services</p> <p>Required Control Measures Process required to mitigate staff from harm through residents who may be potentially violent – 'CoC' process is currently passing through DLTs/CLT</p>	4	5	20	3	5	15	Stephen Halsey	Priority 8: A Council that Listens and Works for Everyone

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		including work patterns, the culture of the workplace, resources, communications, leadership and so on. Such factors are often overlooked during the design of jobs but have a significant influence on individual and group behaviour.		Required Control Measures 'Driving for work' guidance for grey fleet lacks same detail and controls that is involved in driving LBTH fleet vehicles – process required				<b>Edward Farrelly</b> <b><u>Required Control Measure</u></b> <b>Target Date:</b> <b>01/11/2024</b>					
CLCLSP0002	The failure to insure, mobilise and operate the new Be Well leisure service	Failure to carry out a successful transfer of staff, inability to function due lack of service contracts, lack of a transition to a new ICT system, lack of facilities and asset managements	Reputational damage and Low customer / residents satisfaction levels	Project Board A Leisure Insourcing Project Board and governance has been established with direct reporting to CLT Transformation Board. This is supplemented by monthly Lead Member and Mayor Portfolio updates. In addition, quarterly reports to MAB are scheduled. The Members of the Project Board are directly accountable for their workstreams.  Transition Agreement Sign-off A transition agreement is being negotiated with the incumbent supplier to try and ensure data, information, connectivity and assets are shared earlier than contractually obliged. This is predicated on specific payments to the supplier to support increased utility costs and Covid payments.  Supplier response to Transition Agreement awaited. Transition agreement was made between parties mid October 2023. Operating Structure & Budget Approval We are using specialist leisure industry consultants to help us build an initial revenue budget for the new business based on open book figures from the incumbent supplier.	3	5	15	<b><u>Required Control Measure</u></b> <b>Target Date:</b>	2	3	6	Keith Townsend	Priority 4: Boost Culture, Business, Jobs and Leisure

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				<p>This is being validated by Finance colleagues as part of the project. A deficit management plan will be part of this process.</p> <p>Branding &amp; Product Development Pipeline Approval</p> <p>We have onboarded a specialist leisure brand &amp; marketing consultant to help ensure that we have a genuinely co-produced brand, sub-brands, narrative/campaigns and playbook for staff. The will also support the creation of a business development pipeline so that we have new products to bring to market at launch and beyond.</p> <p>Full TUPE Data Received</p> <p>Full TUPE information will enable a safe transfer of staff along with experience of programme delivery and operational running of the centres. This will also help ensure the initial deficit is controlled.</p> <p>TUPE transfer of 241 colleagues including managers and plan for integration of terms and conditions in place.</p> <p>Current Control Measures in Place</p> <p>Leisure Programme and Programme Plan and cross council workstreams</p> <p>Transition Agreement between GLL and the council</p> <p>TUPE transfer of 241 colleagues including managers and plan for integration of terms and conditions in place</p> <p>New leisure Management system commissioned and developed</p> <p>Asset and facilities Management embedded into BAU in the council</p> <p>Novation of key service contracts and a procurement plan in place to</p>								

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				<p>manage future needs</p> <p>Operational budget in approved built on income and expenditure of the GLL operation</p> <p>Leisure Programme budget in place for 2024/25 and 25/26</p> <p>QMS in place</p>								
COMCPU001	Larger Scale CBRN Attacks (MABRR Ref: T7)	A larger-scale CBRN attack has never happened in the UK but would be more challenging to respond to than other malicious attacks.	Potential health impacts and widespread environmental contamination. CBRN events can also present responders and those affected with significant levels of uncertainty about what has happened, and the scientific evidence may evolve as the incident unfolds. This leads to widespread psychological impacts including anxiety	<p>Pan London Controls</p> <ul style="list-style-type: none"> <li>Improving methods to detect and monitor CBRN materials, including through the border.</li> <li>Regulating access to hazardous materials and their precursors</li> <li>Improving and maintaining capabilities to enable emergency responders to respond effectively, rapidly, and safely.</li> <li>Provision of guidance in incidents and increasing public access to information on what to do during general and hazardous materials emergencies.</li> <li>Local and organisational CBRN response plans</li> <li>Well-developed specialist response capabilities</li> <li>Access to medical countermeasures and adaptability of other consequence-based plans to respond to unconventional attacks.</li> <li>Decontamination process of people and place regularly trained and tested.</li> <li>Continuity plans to ensure effective civil government can continue throughout and after an incident</li> </ul> <p>LBTH &amp; BRF Member Controls</p> <ul style="list-style-type: none"> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>ACT &amp; SCaN Training</li> <li>CBRNe plans</li> </ul>	3	5	15	3	3	9	Simon Smith	Priority 6: Empower Communities and Fight Crime

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				<ul style="list-style-type: none"> <li>LFB HAZMAT teams and plans</li> <li>Security system at Queen Mary labs</li> <li>Canary Wharf Major Incident Plans</li> <li>Hostile Vehicle Mitigation and crowd management by venues</li> <li>MPS CT teams, plans for events like Eid and visit to hire companies</li> </ul>								
COMCPU004	Influenza-type pandemic (MABRR ref: R95)	A worldwide outbreak of influenza occurs when a novel flu virus emerges with sustained human to human transmission.	Up to 50% of the population may experience symptoms, which could lead to up to 750,000 fatalities in total in the UK. Absenteeism would be significant and could reach 20% for 2-3 weeks at the height of the pandemic, either because people are personally ill or caring for someone who is ill, causing significant impact on business continuity.	Pan London Controls <ul style="list-style-type: none"> <li>NHS Vaccination Programme (Seasonal and provision for pandemic specific)</li> <li>Specific NHS capacity and response planning</li> <li>Comprehensive surveillance systems</li> </ul> LBTH & BRF Member Controls <ul style="list-style-type: none"> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>LBTH Multi-Agency Pandemic Influenza Plan</li> <li>Remote working (WFH)</li> </ul>	3	5	15	3	3	9	Gemma Lyons	Priority 6: Empower Communities and Fight Crime
COMCPU011	Public Disorder (MABRR ref: R104)	Large scale public disorder at site(s) in a single city, or in multiple cities, occurring concurrently over several days	Riot, Property Damage, Injury, reputational, economical.	Pan London Controls <ul style="list-style-type: none"> <li>Specific riot and public order legislation</li> <li>Riot Compensation Act 2016</li> <li>Public Order Act 1986</li> <li>Police community tension monitoring processes</li> <li>Police community engagement teams</li> <li>Advice and guidance from police regarding legitimate protest from event planners</li> </ul> LBTH & BRF Member Controls <ul style="list-style-type: none"> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>Tower Hamlets Enforcement officers (THEOs)</li> <li>Tower Hamlets community</li> </ul>	5	3	15	3	3	9	Simon Smith	Priority 6: Empower Communities and Fight Crime

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				engagement teams <ul style="list-style-type: none"> <li>• Tower Hamlets Inter Faith Forum</li> <li>• Mutual Aid</li> <li>• LFB forward mobilizing</li> <li>• MPS control plan</li> <li>• Coordinated use of CCTV to support planning</li> </ul>									
COMCPU002	Surface water flooding in a large metropolitan area (MABRR Ref: R83)	caused by a warm unstable atmosphere, most likely to occur in summer due to the warmer atmosphere having a greater water holding capacity, causes a pattern of convective rainfall events.	Widespread disruption and potential environmental impacts	Pan London Controls <ul style="list-style-type: none"> <li>• Flood and Water Management Act 2010</li> <li>• The Flood Risk Regulations 2009</li> <li>• Land Drainage Act 1991</li> <li>• Water Resources Act 1991</li> <li>• FFC – Flood Guidance Statements</li> <li>• New building developments controlled through planning guidelines</li> <li>• Multi-Agency Flood Plans</li> <li>• London Strategic Flood Framework</li> <li>• National Flood Emergency Plan</li> <li>• Environment Agency Floodline</li> </ul> LBTH & BRF Member Controls <ul style="list-style-type: none"> <li>• Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>• Multi-Agency Flood Plan</li> <li>• Environment Agency Flood Defence Systems</li> <li>• LFB Emergency Flood Plan</li> <li>• Met Office/Environment Agency Flood awareness warnings and alerts</li> <li>• LFB Water Rescue Procedures</li> </ul> levels 1-3: restricted mobilising, batch mobilising and high-volume pumping <ul style="list-style-type: none"> <li>• Canary Wharf Group own and operate their own water systems with built in controls</li> </ul>	3	4	12		3	3	9	Andrea Stone	Priority 6: Empower Communities and Fight Crime
								<u><b>Required Control Measure</b></u> <b>Target Date:</b>					

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COMCPU008	Accidental Release of a Biological Substance (MABRR ref: R63)	Inadvertent release of a biological agent caused by an unrelated work activity (e.g., Legionella release due to improperly maintained building environmental control systems) that causes up to 7 fatalities and up to 500 people requiring hospital admissions.	(e.g., Legionella release due to improperly maintained building environmental control systems) that causes up to 7 fatalities and up to 500 people requiring hospital admissions.	Pan London Controls <ul style="list-style-type: none"> <li>Health &amp; Safety at Work etc Act 1974</li> <li>Control of Substances Hazardous to Health Regulations 2002</li> <li>The Notification of Cooling Towers and Evaporative Condenser Regulations 1992 require the notification of wet cooling towers and evaporative condensers to local authorities</li> <li>Management of Health &amp; Safety at Work Regulations 1999</li> <li>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</li> <li>LBTH &amp; BRF Member Controls</li> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> </ul>	4	3	12	<u>Required Control Measure</u> <u>Target Date:</u>			3	3	9	Tom Lewis	Priority 6: Empower Communities and Fight Crime
COMCPU009	Fires in purpose built high-rise flats (MABRR ref: L54a)	Major fire in block of flats containing 80 compartments.	Potential for 150-200 fatalities and 200 casualties.	Pan London Controls <ul style="list-style-type: none"> <li>Regulatory Reform (Fire Safety) Order 2005</li> <li>Fire Safety Approved Document B</li> <li>Fire &amp; Rescue Services Act 2004</li> <li>LFB Guidance Note 29</li> <li>LFB Operational tactical and building plans</li> <li>LFB Urban Search &amp; Rescue Teams (USAR)</li> <li>Fire Service National Resilience Assets</li> <li>LAS Hazardous Area Response Team (HART)</li> <li>Local Authority Dangerous Structures Engineer</li> <li>Casualty Bureau</li> <li>London Frameworks including:               <ul style="list-style-type: none"> <li>Strategic Coordination Protocol</li> <li>Mass Fatalities Framework</li> <li>Mass Casualties Framework</li> </ul> </li> </ul>	4	3	12	<u>Required Control Measure</u> <u>Target Date:</u>			3	3	9	Andrea Stone	

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				<ul style="list-style-type: none"> <li>Humanitarian Assistance Framework</li> <li>LBTH &amp; BRF Member Controls</li> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>Building Control regulation</li> </ul>									
COMCPU0010	Attacks on Infrastructure and/or Transport (MABRR Ref: T2 & T3)	<p>- Critical National Infrastructure are the facilities, systems, sites, information, people, networks, and processes that keep the UK running and provide the essential services we all rely on. This includes electricity and water services and telecommunications.</p> <p>- In the UK, conventional terrorist attacks on land and air-based transport are more likely than against maritime transport. Physical attacks could take a variety of forms including explosives, noxious substances or attackers wielding blades.</p>	<p>- Attacks could be carried out with a variety of methods, including explosives or cyber-attacks. Consequences of attacks of this nature could include disruption to essential services, possible evacuation of residents or employees, economic impacts.</p> <p>- Consequences of an attack on a transport system could include fatalities and physical and/or psychological casualties, disruption to the transport system and negative impacts to the national economy.</p>	<p>Pan London Controls</p> <ul style="list-style-type: none"> <li>UK Government's counter-terrorism Strategy (CONTEST) (summarised above)</li> <li>Business continuity plans for loss of essential services helps to minimise disruption to users.</li> <li>Well established programme of work to protect infrastructure from terrorism including protective security advice from Centre for the Protection of National Infrastructure and local Police services</li> <li>National Cyber Security Centre advises government and industry on how to secure cyber infrastructure and to respond to incidents</li> <li>Consequence based planning by the authorities ensuring that responses to a variety of emergencies are already planned for</li> <li>Regulation and monitoring of services by DfT requiring certain organisations to deliver a range of security measures. DfT also provides advice and best practise to other sectors</li> <li>"See it. Say it. Sorted." Campaign</li> <li>BTP work with industry and DfT on security and provide tailored policing of the railway network</li> <li>Contingency plans developed by operators in conjunction with responders</li> <li>Op Servator hostile</li> </ul>	4	3	12	<p>Effective briefing of any emerging risks and threats</p> <p>Where there are emerging threats and risks, there must be an effective communication to all staff and the community to ensure effective information flow of any suspicious activity. This must be supported by an effective communication strategy, intelligence management system and close working with relevant external agencies.</p> <p><b>Simon Smith</b></p> <p><b><u>Required Control Measure</u></b></p> <p><b><u>Target Date:</u></b></p>	3	3	9	Simon Smith	Priority 6: Empower Communities and Fight Crime



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				reconnaissance disruption operations run by PSO & BTP LBTH & BRF Member Controls <ul style="list-style-type: none"> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>BTP/MPS Response procedures</li> <li>MPS Survivor Reception Centre</li> <li>LFB Hazardous material response</li> <li>ACT &amp; SCaN Training</li> <li>DLR specialist security policies and procedures</li> <li>DLR disruption management plan</li> <li>LBTH Humanitarian assistance – CCP</li> <li>MPS chemical kits and Air-Ports</li> </ul>								
COMCPU0012	Heatwave (MABRR Ref R90)  LBTH Specific Areas of Risk Borough wide  Semi-urban rural interface – large number of 'Green areas' in LBTH & subsequent risk of wildfires within the borough  LBTH is most densely populated area in UK (greater potential for harm, especially care homes)  Unsafe disposal of smoking materials in flats (BBQs, cigarettes, etc)  Build-up of waste / plant	Daily maximum temperatures greater than 32C and minimum temperatures greater than 15C over most of a region for around 2 weeks including at least 5 consecutive days.	Up to 1,000 fatalities and 5,000 casualties, mainly amongst the elderly. There could be disruption to power supply, telecommunications, and transport infrastructure within the 2 weeks.	Pan London Controls Health & Safety at Work Act 1974  Public Health Act  Adverse Weather and Health Plan - Adverse Weather and Health Plan - GOV.UK (www.gov.uk)  Long term planning for local authorities, ICB's and NHS  Climate Change Adaption Strategy for London - Climate adaptation   London City Hall  Heat Health Watch - Heat-health Alert service - Met Office  Severe Weather and Natural Hazards Framework - LFB Letter (london.gov.uk)  Extreme Weather – Summer Guide	4	3	12	3	3	9	Gemma Lyons	Priority 6: Empower Communities and Fight Crime

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	<p>growth (non-removal of dead / trimmed plant growth, so is more fuel)</p> <p>Homeless community in LBTH have limited access to resources in event of extreme heat (increased vulnerability)</p>			<p>(LFB) - LFB Extreme weather – summer guide (london-fire.gov.uk)</p> <p>LBTH &amp; BRF Member Controls</p> <p>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5 - Civil Protection Unit (towerhamlets.gov.uk)</p> <p>NHS Providers: Severe weather and heat wave plans</p> <p>LBTH Adverse Weather Protocol</p> <p>Communications Plan</p> <p>Warn and inform campaign</p> <p>Designated 'Cool Spaces' Cool spaces   London City Hall – BRF attendees to look at whether their buildings can be designated</p> <p>Water Refill Portal - Refill London - Refill - Staying hydrated in the capital</p>									
WSPP0021	Understanding impact of government recycling reforms linked to the new Environment Act 2021.	Change in government policy linked to the new Environment Act 2021.	Government policy reforms will have impact on future recycling collection systems. Such as mandatory collection of food waste and expected requirement to collect paper and card separately from other mixed dry recycling.		4	3	12		4	2	8	Richard Williams	

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COMCPU003	Severe Drought (MABRR ref R84)	Emergency drought orders are in place with millions of properties with severe water supply restrictions and low water pressure (impacting supply to properties at high levels and tower blocks).	Increase of illnesses due to reduced use of water impacting on hygiene levels, increased casualties and potentially fatalities. Mental wellbeing impacts communities and public outrage leads to some disorder issues.	<p>Pan London Controls Flood and Water Management Act 2010</p> <p>The Flood Risk Regulations 2009</p> <p>Land Drainage Act 1991</p> <p>Water Resources Act 1991</p> <p>FFC – Flood Guidance Statements</p> <p>New building developments controlled through planning guidelines</p> <p>Multi-Agency Flood Plans</p> <p>London Strategic Flood Framework</p> <p>National Flood Emergency Plan</p> <p>Environment Agency Floodline LBTH &amp; BRF Member Controls Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</p> <p>Multi-Agency Flood Plan</p> <p>Environment Agency Flood Defence Systems</p> <p>LFB Emergency Flood Plan</p> <p>Met Office/Environment Agency Flood awareness warnings and alerts</p> <p>LFB Water Rescue Procedures levels 1-3: restricted mobilising, batch mobilising and high-volume pumping</p> <p>Canary Wharf Group own and operate their own water systems</p>	2	5	10	3	3	9	Gemma Lyons	Priority 6: Empower Communities and Fight Crime

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				with built in controls								
COM0001	<p>Failing to continue to make progress to embed the PREVENT legal duty in the Counter Terrorism and Security Act 2015 across the organisation. Failure to effectively identify and manage safeguarding referrals to Prevent. Failure to deliver requirements of the Counter Terrorism and Security act 2015 as it relates to multi-agency arrangements for safeguarding people from being drawn into terrorism.</p> <p>Failure to adequately consider the resource implications for the organisation of the forthcoming Protective Security Bill. Failure to fully embed the legislation across the organisation and comply with requirements.</p> <p>Failure to adequately identify and mitigate protective security risks across key iconic locations, e.g. East London Mosque and Columbia Road market</p>	<p>The organisation fails to have processes and policies in place to have due regard to preventing people from being drawn into terrorism. The local authority fails to mainstream Prevent in all directorates. Staff fail to recognise signs of safeguarding risk and vulnerability to radicalisation in all council activity. Failure to ensure effective governance and monitoring arrangements with regard delivery plan. Failure to fully embed Martyns Law into local authority busines and comply with legislation.</p>	<p>Individuals are not protected. Places are not protected. The wider community are not protected. Individuals are radicalised. Community harm and a drop in community confidence. Damage to reputation of the local authority. Home Office intervene to ensure effective delivery. Reduction in resourcing from Home Office</p> <p>Individuals commit violence as a consequence of extremist ideology. Failure to comply with legislation</p> <p>Failure to mitigate any potential physical risks to buildings and staff/community.</p>	<p>Ensure Channel Panel's compliance with the Home Office Guidance 2020</p> <p>The Channel Panel must follow the Guidance and be subject to self-assessment and an Annual Assurance Statement to ensure national standards and consistency. N.B. The Guidance is due to be refreshed in 2023. This may require further training for the Channel Chair and Panel.</p> <p>The Chair attends regular HO training and provides input to the annual HO assessment process. We work closely with the police to ensure standards of referrals remain high.</p> <p>Our most recent HO assessment has been received and we continue to manage referrals to a high level. Annual Prevent Delivery Plan</p> <p>Develop and deliver an annual Prevent Delivery Plan with appropriate targets, actions and milestones. Progress to be reported quarterly to the Contest Board.</p> <p>Martyn's Law is currently postponed due to the election. The protective security programme around our key iconic sites (ELM, Columbia Road Market) has been paused by the Mayor. This has been raised with the administration numerous times and the risks of not progressing highlighted.</p> <p>Effective Strategic Governance and Oversight of Prevent</p> <p>It is essential there is effective strategic and governance of</p>	3	3	9	3	2	6	Ann Corbett	

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				Prevent. This is provided by the CONTEST Board, chaired by the CEO. This Board oversees all strands of the Contest strategy as they apply to the local authority (Prevent, Protect, Prepare, Pursue). The Counter Terrorism Local Profile is used to set strategic direction.								
COMCPU007	Poor Air Quality (MABRR ref: R85)	A 30-day period of elevated levels of either ozone or PM2.5	causing increases in death rates among vulnerable populations due to poor air exacerbating respiratory and cardio-vascular conditions.	Pan London Controls <ul style="list-style-type: none"> <li>Air Quality Standards Regulations 2010</li> <li>European directive on ambient air quality and cleaner air for Europe (2008/50/EC)</li> <li>The UK Air Quality Strategy</li> <li>Environmental Permitting Regulations 2010</li> <li>Clean Air Act &amp; Environmental Protection Act</li> <li>Local authority air quality management areas and action plans- London Mayor's Air Quality Strategy which encompasses Ultra Low Emissions Zones and Low Emission Neighbourhoods</li> <li>AirTEXT warning system</li> <li>Local Air Quality Action Plans</li> <li>Local Air Quality Monitoring Network</li> <li>GLA Air Quality Action Plan</li> <li>LBTH &amp; BRF Member Controls</li> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> </ul>	3	3	9				Gemma Lyons	Priority 7: A Clean and Green Future

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COM0002	Failure to meet the Council's legal duties under the Civil Contingencies Act. This would become evident if a major incident occurred and the council failed to implement an effective response and recovery.	<p>A lack of resilience and expertise in the council's Civil Protection Unit, and staff to perform relevant duties during an emergency.</p> <p>A lack of a robust policy framework to meet the requirements of the CCA.</p> <p>Failure of governance and robust performance management oversight of Business Continuity Plans by the Corporate Management Team.</p> <p>Lack of robust policies and processes, including compliance with the Resilience Standards for London.</p> <p>Failure of the organisation and the responsible Directorates to continuously develop, update and test their Business Continuity Plans.</p> <p>Under the requirements of the Civil Contingencies Act 2004, the Council is required to have in place suitable &amp; sufficient plans to continue to deliver essential and critical services to the public during major civil emergencies.</p> <p>A lack of resilience on out of hours rotas due to significant staff turnover at a number of levels in the organisation.</p> <p>Failure to debrief and</p>	<p>A failure by the council to deliver essential services and to meet its responsibilities as a 'First Responder' during a major or catastrophic incident. The response may be slower than expected causing disruption to essential services and affect our overall effectiveness during a crisis. This will impact on the reputation of the council, confidence in communities, adverse criticism and increased cost. Failure of the Council to ensure a strategic recovery plan is led and delivered to ensure recovery from a major or catastrophic incident.</p>	<p>Ensure compliance with Resilience Standards for London (RSL)</p> <p>The Resilience Standards for London are a broad assurance framework with the aim of continually improving performance across the council's emergency planning and resilience activities. The standards lead to good outcomes and possible leading practice if they are embedded and used across the council. We will conduct an annual self-assessment, signed off by the CCB, CEO and Mayor, and share the report with London Resilience and the NE Sub-Region. The self-assessment will also be subject of peer challenge by the NE Sub-Region.</p> <p>Implementation of Business Continuity Management system upgrade to improve BC management.</p> <p>Implement ClearView system upgrade to Business Continuity and Resilience (BC&amp;R) software.</p> <p>Develop and deliver a comprehensive implementation plan.</p> <p>Train all BC Plan owners (service managers) and approvers on the new system and a refresher course on Business Continuity.</p> <p>Training and exercising</p> <p>An effective training and exercising programme should be in place with a reporting requirement to the CCB and annually to CLT. This process is part of normal business.</p> <p>Quarterly reporting to the CMT is in place. In addition exercises are being planned for the next 2 months. Incidents are de-briefed and learning identified for continuous improvements.</p>	2	4	8	2	4	8	Ann Corbett	Priority 5: Invest in Public Services
				<p>Directorate Leadership Teams to have oversight of and regularly review and test their directorate Business Continuity Plans</p> <p>DLT's are encouraged to regularly review their directorate BC Plans and become familiar with the new Business Continuity and Resilience (BC&amp;R) Management software platform. DLT's are to ensure their service managers (plan owners) and Directors (plan approvers) attend training and update their BC plans on the new system. Regular standardised management reports will be provided by the CPU to aid management oversight and improved performance .</p> <p>There will be an annual business continuity audit undertaken by Internal Audit. This will highlight where directorates and corporate directors need to take management action to improve BCPs in their service areas.</p> <p><b>Simon Smith</b></p> <p><b><u>Required Control Measure</u></b></p> <p><b>Target Date:</b> <b>31/12/2024</b></p> <p>Develop a training package and timetable for elected members and the Mayor</p> <p>To ensure the Mayor and elected members are trained and understand their leadership role in terms of political, civic and community leadership</p> <p><b>Simon Smith</b></p> <p><b><u>Required Control Measure</u></b></p> <p><b>Target Date:</b> <b>30/10/2024</b></p> <p>Crisis Communications Plan in place and regularly reviewed as</p>								

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Target Risk			Responsibility	CPT
					L	I	Total	L	I	Total		
		<p>ensure continuous learning from the management of incidents.</p> <p>Failure to assess the risk of emergencies occurring and use this to inform contingency planning.</p> <p>Failure to put in place a crisis communications plan as part of the policy framework.</p> <p>Failure to ensure the Mayor, and all councillors are appropriately trained and understand their leadership role in terms of political, civic and community leadership.</p>		<p>Governance and oversight of civil contingencies and business continuity.</p> <p>Governance and oversight is provided by the Civil Contingencies Board (CCB) and the CMT. Annual reporting is to CMT. Annual Assurance through the Internal Audit Function of the Council's business continuity plans. Annual self assessment through the Resilience Standards for London. Corporate Directors and Directors - MAGIC and Strategic Emergency Response training</p> <p>Learning from experience</p> <p>De-briefing post incident is critical to learning from experience and continuous improvement. Debriefs are to be held after a significant civil emergency / BC incident and a record kept to include actions and learning.</p>				<p>part of the Emergency Planning Policy Framework</p> <p>Communications Service to ensure the corporate crisis communications plan is regularly reviewed as part of the Emergency Planning Policy Framework. Ensure it is tested and that the senior managerial and political leadership of the organisation are aware of its aim and objectives.</p> <p><b><i>Andreas Christophorou</i></b></p> <p><b><u>Required Control Measure</u></b></p> <p><b><i>Target Date:</i></b> <b><i>30/12/2024</i></b></p> <p>Ensure adequate pooled resources available for out of hours rota</p> <p>Ensure all Directors are trained in out of hour response requirements and all are on the on call rota.</p> <p>Ensure where staff change there is an adequate number of reserves trained for deployment ensure HR are considering the relevant reward packages for those staff undertaking on call to incentivise</p> <p><b><i>Andrea Stone</i></b></p> <p><b><u>Required Control Measure</u></b></p> <p><b><i>Target Date:</i></b></p> <p>Policy framework requirements</p> <p>Review current policies as they relate to the CCA and make sure they are meeting the legislative requirements and reviewed regularly.</p> <p>This may include the review and development of relevant policies in other service areas which are impacted on the CCA which will</p>				

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk L I Total	Required Control Measures	Target Risk L I Total	Responsibility	CPT
						need to be initiated with the relevant service and the responsible strategy and policy team. The CPU can provide advice. The overall aim is to ensure resilience is mainstreamed into the Council's existing Policy Framework. <b>Andrea Stone</b> <b><u>Required Control Measure</u></b> <b>Target Date:</b> <b>19/12/2024</b>			
COMCPU005	High consequence dangerous goods Incident (MABRR Ref: R68)	A road or rail tanker containing dangerous goods and/or "high consequence" dangerous goods is involved in an accident leading to fire and an explosion. Another example is the illegal import/use of controlled substances such as pest control poisons.	Up to 200 fatalities and up to 500 people requiring medical treatment. The explosion will cause varying degrees of damage to property and infrastructure depending on their distance from the incident. This risk would result in a toxic plume/gas cloud which would be harmful to the population, resulting in evacuation of the immediate area.	Pan London Controls <ul style="list-style-type: none"> <li>Health &amp; Safety at Work etc Act 1974</li> <li>Control of Substances Hazardous to Health Regulations 2002</li> <li>Management of Health &amp; Safety at Work Regulations 1999</li> <li>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</li> <li>LBTH &amp; BRF Member Controls</li> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>LFB: Hazardous Materials Response Team (HAZMAT)</li> <li>MPS: CBRNe specialist lead</li> </ul>	2 4 8	<b><u>Required Control Measure</u></b> <b>Target Date:</b>	2 3 6	Tom Lewis	Priority 6: Empower Communities and Fight Crime
COMCPU006	Fires in large public and commercial buildings (MABRR Ref: L54b)	Fire in large public building e.g., nightclub, sports stadium, shopping centre, transport hub or other.	Potential for up to 50 fatalities and 50 casualties.	Pan London Controls <ul style="list-style-type: none"> <li>Regulatory Reform (Fire Safety) Order 2005</li> <li>Fire Safety Approved Document B</li> <li>Fire &amp; Rescue Services Act 2004</li> <li>LFB Guidance Note 29</li> <li>LFB Operational tactical and building plans</li> <li>LFB Urban Search &amp; Rescue Teams (USAR)</li> <li>Fire Service National Resilience Assets</li> <li>LAS Hazardous Area</li> </ul>	2 4 8	<b><u>Required Control Measure</u></b> <b>Target Date:</b>	2 3 6	Ralph Million	Priority 6: Empower Communities and Fight Crime



Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Target Risk			Responsibility	CPT
					L	I	Total	L	I	Total		
				Response Team (HART) <ul style="list-style-type: none"> <li>Local Authority Dangerous Structures Engineer</li> <li>Casualty Bureau</li> <li>London Frameworks including:               <ul style="list-style-type: none"> <li>Strategic Coordination Protocol</li> <li>Mass Fatalities Framework</li> <li>Mass Casualties Framework</li> <li>Humanitarian Assistance Framework</li> </ul> </li> <li>LBTH &amp; BRF Member Controls               <ul style="list-style-type: none"> <li>Borough Major Emergency Plan Parts 1, 2, 3 &amp; 5</li> <li>Building Control regulation</li> </ul> </li> </ul>								