

Operational Resilience Review

February 2024

Introduction

- Drivers for the review
- Scope of the review
- Review elements

1. Drivers for the review

- The obvious need to draw and apply learning from the current waste collection situation to prevent recurrence
- The broader need to apply such learning systemically to the whole organisation – ie to answer the question, ‘what other stable doors do we need to check the bolts on?’

2. Scope of the review

- The waste collection and environmental services vehicle fleet resilience
- All other critical council services, specifically identifying individual points of structural weakness or risk and to take proportionate action both to improve resilience at a local level and across organisation to provide suitable corporate assurance

3. Review elements (with current status and governance)

- Quick immediate issues identification in vehicle fleet management, so as to reassure that current issue not about to immediately be repeated save for urgent tactical interventions - complete
- Concentrated focus on dedicating scarce resource (supplemented by drafting in other teams) to fixing the immediate problem before turning to more in depth exploration – fully underway, with progress reported daily to all councillors and residents (and more often/in more depth to Cabinet portfolio holder & leader, and to a Party Group Leaders’ meeting
- More in depth exploration of how we got into this situation, with lessons learned etc. – review teed up ready to commence once moved from fix-the-problem phase to recovery phase – will report back to Cabinet and Audit & Standards or Scrutiny Committees. Other management action as necessary.

3. Review elements (with current status and governance) – cont.

- Corporate Risk Register – new strategic risk added. As on next slide
- Broader operational resilience review project to first trawl whole organisation for structural points of weakness and secondly to identify bespoke proportionate local solutions as well as system-wide overviews (e.g. an HR system that raises a flag when an individual critical postholder either falls sick or leaves so that management corrective action can be prompted) – project initially scoped, and colleague from Epping Forest provisionally agreed to join as a ‘critical friend’
- General review of individual Business Continuity Plans, to ensure these risks and their solutions are included as appropriate – project initially scoped

NEW RISK

- Impact of regulatory/enforcement/intervention action by various Government departments/regulators on UDC – both their individual risks and impacts, and also cumulative impacts on both operations, reputation, ability to recruit and retain etc.

23-CR-21 BUSINESS RESILIENCE				Responsible Cabinet Member: Cllr Lees
Risk Owner: Peter Holt				
<p>If the council does not have officers in post with the correct statutory or regulatory qualifications to carry out the key functions/activities of the council or ensure adequate back up is in place to avoid single points of failure this could lead to adverse impacts on service provision and reputational damage.</p>	Original Likelihood	Original Impact	Original Score	Current Controls
	2	4	8	<ul style="list-style-type: none"> Awareness and proactive management of regulatory requirements both at a corporate and operational level Succession planning/deputisation of key roles within the authority to mitigate operational/service failure Support professional qualification or specialised training programmes throughout the organisation to mitigate single points of failure
	Current Likelihood	Current Impact	Current Score	Further Action
	4	4	16	<ul style="list-style-type: none"> To update Business Continuity plans for each service area to include where specific qualifications and/or licences are required and ensure back up options are specified to avoid single points of failure and ensure continuity of service delivery
	Target Likelihood	Target Impact	Target Score	Planned Completion date
	1	4	4	31.03.2024