

CORPORATE STRATEGIC 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
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S4	Economic / Socio Cultural / Financial	Economic recession and demographic change and welfare reform agenda including: Benefit caps, bedroom tax, council tax support,														
R&G5	Economic/ Political/ Cultural	Socio Increase in homelessness caused by high levels of service demand caused by housing and welfare reforms as well as the current economic climate.	Council unable to manage budget within agreed limits. Major impact on children within homeless families.	Jon Lloyd-Owen Operational Director - Housing & Employment	6	6	36	Delivery of the revised Accommodation Strategy Detailed budget monitoring arrangements in place Continue to focus resources on prevention of homelessness wherever possible Reduction in the use of high cost temporary accommodation and introduction of new more cost effective contracts to provide temporary accommodation Monitoring of temporary accommodation placements	Regular monitoring.	5	5	25	↔		Mar-14	Laurence Coaker - Head of Housing Needs
CF3	Socio Cultural/Reputational/Financial	Current ecomonic climate and further reduction in funding levels leading to greater demand for services and potential inability to meet statutory responsibilities. Impact of welfare reforms increases housing pressures on social care, including increasing demands from families with no recourse to public funds. Increase in family breakdown due to economic downturn..	Increase in number of looked after children or greater demand for services for vulnerable and young persons. Pressures translate into increased financial pressures. Certain key statutory responsibilities cannot be met.	Graham Genoni - Operational Director, Children Social Care	5	6	30	Improved budgetary controls; robust budget monitoring; improved commissioning arrangement. Children being are being supported to remain at home where safe. Services will be re-prioritised to meet the needs of the most vulnerable. Improved commissioning arrangements including cross borough work with WLA.	Management information reports track activity and identify trends, to which management are able to respond	4	6	24	↔	Early help projects will begin to deliver efficiencies in 2013/14. NRPF and homelessness pressures being monitored.	ongoing	Graham Genoni - Operational Director, Children Social Care
ASS4	Financial / Economic	Budget / Demand - by 2020 high level figures estimated that demand will increase budgetary requirements 26% based on projected movements in demographics and populations with people living longer.	Failure to deliver a more efficient cost effective service will result in overspending of budgets.	Phil Porter - Strategic Director Adult Social Care / Minesh Patel, Senior Finance Analyst, Adult Social Care	6	5	30	Demand levels are continuously monitored and regular modelling and forecasting will help to keep a close watch on the situation.	Financial pressures are regularly reported and monitored through Strategic Finance Group and High Level Monitoring panel.	5	3	15	↔	Changes to the way we deliver services and demand management strategies need to be put in place to protect the Council's Financial position. Routine monitoring and reporting arrangements are in place. Ongoing work is required to look at how to deliver the service differently for the department to be able to deal with projected increases in demand.	01/04/2014	DMT - ASC
S5	Legal / Political	The Council fails to comply with legal/statutory obligations including consultation and equality duty in implementing policy changes or failure to comply with	Increased dissatisfaction with council, increase in number of legal challenges and Judicial Reviews resulting in cost of defence and delay	Fiona Ledden Borough Solicitor	6	4	24	Area Consultative Forums; Brent Citizens Panel; User Consultative Forums; Equalities issues reported to CMT on a quarterly basis. Regular monitoring by CMT. Equalities Statement	Consultation Board.	6	3	18		Contentious issues flagged up through surgery system. New guidance on Equalities to be issued.	Dec-12	
S9	Legal / Reputational	Failure to provide sufficient school places														
CF1	Legal/ Political /Socio Cultural /Reputational	Continuing shortage of primary school places and shortage of Secondary School Places	Council unable to discharge statutory duty to provide education. Reputation damage, legal challenge, increased health and safety risks	Sara Williams - Operational Director Early Help & Education	6	6	36	Lobbying Central Govt for additional funding; funding of £25m secured from central govt. to provide additional school places; Temporary expansions and Projects established to address shortfall; Regular reports to CMT& Executive to agree prioritisation of use of capital funding; Strategy Board meets on a regular basis ; Standing Agenda Item in Overview & Scrutiny Committee Meetings.	Regular monitoring by Overview & Scrutiny Committee; CMT & Executive.	6	4	24	↑	Continued lobbying and work with London Councils and Schools.	On-going	Sara Williams - Operational Director Early Help & Education
R&G3	Reputational; Economic / Socio Cultural	Inability to deliver enough school capacity through the Schools Capital Programme.	Council in breach of its statutory duty. Increasing numbers of children having to be educated out of Borough.	Richard Barrett Operational Director Property & Projects	5	6	30	Work with Children & Families Dept. to identify alternative education solutions Scope to identify future funding/grant funding options	Schools Expansion Policy agreed by Executive	4	5	20	↔		On going	Richard Barrett - Operational Director Property & Projects / Rajesh Sinha - Principal School Organisation Officer

KEY OPERATIONAL RISKS																
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Regeneration and Growth																
R&G 6	Financial, Compliance, Reputational; Economic / Socio Cultural, Environmental, Personal Safety	Missing asbestos records for some Brent Schools	Council in breach of statutory duties. Fines from HSE, possible compensation claims from staff/pupils who worked in/attended these schools	Richard Barrett Assistant Director Property and Asset Management	6	4	24	Existing electronic records inadvertently wiped . Discussion in hand to reengage John Bowtell to see if they can be recovered . Archive boxesw will be reviewed to see if paper copies are available.		6	3	18	New Entry	A need to review the role of HSL in maintaining records. Steering Group set up to manage recovery project. All existing paper records to be scanned and placed in an appropriate infostore site to be managed by Property and Projects. Gaps in existing records to be filled as far as is possible from records held by individual	On going	Richard Barrett - Operational Director, Property & Projects
R&G10	Finanacial/ Reputational	Political pressure from local community/ groups affect ability to deliver the new Willesden Green Cultural Centre to budget and time	Centre not delivered on time will impact on ability to open library/customer services centre in south of borough	Andy Donald - Strategic Director of Regeneration & Growth	6	4	24	Clear lines of communication between R&MP teams, politicians and community Well planned and executed consultation	Regular monitoring	5	3	15	↔	Effective PR management	On going	Richard Barrett - Operational Director, Property & Projects / Beth Kay - Regeneration Officer
R&G 11	Service Delivery/Financial	Channel Migration targets are not achieved	Budgetary pressures mean that service delivery standards decline.	Paula Buckley	5	4	20	Customer Access Strategy agreed and BCS Business Plans include actions to achieve channel migration.		4	3	12		Contained in detail in BCS Business Plan.	Mar-15	Paula Buckley
R&G 14	Reputational/ Personal Safety	Assualts on staff/customers due to the open nature of the Civic Centre Foyer	Possible extensive injury to staff or customers. Reputational risk of Civic Centre being seen as an unsafe place to visit. Financial impact on ability to hire out event spaces.	Richard Barrett Operational Director Property & Projects	5	3	15	A - extensive security presence in public areas. B- extensive security camera surveillance of public areas. C- security sub group of the cc Stakeholder Group Non confrontational/pleasant environment D- proactive communications between service teams and security team about known customers who may present a risk when visiting the civic centre	Continual monitoring by FM Team and security sub group of the cc Stakeholder Group	5	3	15	New Entry	A- Periodic review of communications between service teams and security B- Change surveillance camera position in service corridor under grand staircase C- review door locking arrangements for rooms off service corridor.	On going	Richard Barrett Operational Director Property & Projects
Children & Young People																
CF2	Reputational / Political	Vulnerable children not adequately safeguarded.	Abuse, Death or injury of vulnerable persons. Reputational damage to Council.	Graham Genoni - Operational Director, Children Social Care	6	4	24	Safeguarding of Children Teams deal with child protection and safeguarding issues; Brent Local Safeguarding Children's Board; Safer Recruitment & Training; Whistleblowing; publicity; raising of awareness at Schools & community in general; Children & Young Persons Plans; Child Protection Arrangements; Strong partnership working with relevant agencies; High level monitoring meetings with Chief Executive; Corporate Parent Group; Auditing arrangements; Range of monitoring arrangements to track progress; Children & Families Overview & Scrutiny; Performance Information (quarterly scorecards); Timely reviews of Looked After Children	Recent Ofsted Inspection deemed that children were safe; Internal Service User Surveys; Internal Audit.	6	2	12	↔	Continuous Monitoring & Development; Safeguarding & Looked After Children Inspection Action Plan; Continued collaboration with relevant agencies.	On-going	Graham Genoni - Operational Director, Children Social Care

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CF6	Socio cultural & political	Changes to government policy/legislation	Changes in Welfare Reform. Influx of vulnerable families into the borough from other more expensive or inner London authorities or possible roll instability in schools because of families having to move out following housing benefit cap.	Anna Janes - Head of C&F Policy & Performance	6	6	36	Taking forward the Working with Families suite of One Council Projects. This will provide an effective Early Intervention Service to improve support for disadvantaged young people. Monitoring effects of benefit cap.	Regular monitoring by Project Boards and overall Strategic Group	6	4	24	↔	A total of 337 families have been identified to date and 144 families have been turned around. Additional workers are being recruited to step up the work.	On-going	Anna Janes - head of Children & Families Policy and Performance.
CF8	Financial/ Reputational	Impact of Family Justice Review	Reputational arising from court delays and failure to meet govt targets. Financial arising from possible wasted costs order. Quality issues in relation to unnecessary delay for children.	Graham Genoni - Operational Director, Children Social Care	5	6	30	Robust planning mechanisms in place including partnership working with legal. Additional resource being deployed to address assessment requirements and track timeliness.		4	4	16	↓	Work with W London boroughs, mapping processes alongside legal dept, case manager option being explored. Initial analysis indicates significant improvements in timeliness of cases initiated since April 2013.	ongoing	Graham Genoni - Operational Director, Children Social Care
Adult Social Care																
ASS1	Legal/ Political /Socio Cultural / Reputational	Vulnerable persons (older persons; persons with physical & learning disabilities; mental health and other vulnerable adults) are not adequately safeguarded.	Abuse, Death or injury of vulnerable persons. Reputational damage to Council.	Yolanda Dennehy - Head of Reablement & Safeguarding, Adult Social Care	6	3	18	Safeguarding of Adults Teams deal with safeguarding issues. Safer Recruitment; training; Multi - Agency Policies and Procedures for Adults; ASC Transformation Programme; Reablement. Appointeeships/Deputyship arrangements in place after client needs have been assessed. Good links with with Children's & Families and Legal to ensure robust adherence to safeguarding children's policies and procedures.	Care Quality Commission Inspections; Carers Survey; Internal Audit; Office of Protection.	6	2	12	↔	Ongoing training of staff in relation to safeguarding and consistent review of policies and procedures	ongoing	Yolanda Dennehy - Head of Reablement & Safeguarding.
ASS3	Social / Community	Failure to engage with key partners across the public sector and other external organisations leading to not maximising collaborative working opportunities and cost reductions resulting in inefficiencies from service overlaps and duplications.	Inefficiencies from service overlaps due to duplication; gaps in service provision. Residents not met. Additional savings of £2.2m would need to be found by the Department if fail to intergrate with Health. Pressure on resources and potential for additional cuts in staff and services.	Phil Porter - Strategic Director, Adult Social Care / Assistant Chief Executive's Department (Public Health)	6	6	36	A business case is currently being developed. The Shadow Health & Wellbeing Board oversees intergration. Ongoing engagement with external key partners to discuss new ways of working	Shadow Health & Welbeing Board.	6	3	18	↔	Continued discussions with key partners and pilot intergrated services being developed and trailed	01/04/2014	Phil Porter - Strategic Director, Adult Social Care
ASS5	Finanical / Compliance / Service Delivery	Failure of Contract Management / Monitoring	Poor / no service being delivered to service users. Budget overspends	Phil Porter - Strategic Director, Adult Social Care / Amy Jones, Head of Commissioning & Quality Services, Adult Social Care	6	4	24	We now have a dedicated commissioning function in place to strategically manage the provider market and we are reviewing and renegotiating existing service models and contractual arrangements.	New procurement protocols are in place and improvements are being made through the One Council programme.	6	3	18	↔	The commissioning function is subject to a review to ensure that the service is fit for purpose and protects the council's position.	01/04/2014	Amy Jones, Head of Commissioning & Quality Services, Adult Social Services
ASS7	Regulatory/ Financial/Service Delivery	Not being able to meet the demand of carers as a resut tof the implementation of the Care and Suport Act. Failure to comply with the Care & Support Act 2014 and provide support to carers.	Reputational risk and adverse publicity fopr failing to support carers. Budget pressures as more resources required to comply and provide support to carers. Increase in demand for assessments and the budget pressures due to carers being eligible to receive direct payments.	Helen Dunkan Turnabul - Head of Support, Planning & Review	6	5	30	Carers Strategy agreed. Will help to identify carers and their needs and begin to develop arrangements to support their needs. Sponsor identified for project and work streans due to commence. Recent audit of carers and in annual accounts highlighted weaknesses which are the the process of being addressed.	Strategy is being overseen by Director of ASS. Project Sponsor is working on 3 workstreams to improve outcome for carers. Regular reports to Change & Improvement Programme Board.	5	4	20	New Entry	To try to establish potential volume of carers who may require services and begin to predict cost and resource implecation and develop plans for the future	30/12/2014	Helen Dunkan-Turnaball - Head of Support, Planning & Review
Environment and Neighbourhoods Services																
EN1	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 - Strategic Director of Environment & Neighbourhoods	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.	Internal Audit - CRC Readiness Report. Audit by Environment Agency. Progress on Green Charter is reported to members	6	3	18	↔	N/A	Ongoing	Ceridwen John - Environment Projects & Policy Manager
EN2	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.	Christine Gilbert-Chief Executive; Sue Harper - Strategic Director of Environment & Neighbourhoods	6	4	24	Community Resilience; Civil Contingencies Register; Emergency Planning	Emergency Planning & Business Continuity	5	3	15	↓	Regular review and assessment of robustness of plans.	Ongoing	Martyn Horne - Head of BCP, Env & Neighbourhood

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EN4	Financial/Reputational	Failure to meet 50% recycling target by March 2014.	50% target now unlikely to be met. Will not affect the achievement of the savings target due to lower landfill tonnage and subsequent costs.	Sue Harper - Strategic Director of Environment & Neighbourhood	4	5	20	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	4	5	20	↓		On-going	Chris Whyte - Head of Recycling & Waste	
EN8	Legal/Reputational /Environmental	Systems, processes and communication not in place to facilitate effective mobilisation of Public Realm contract which includes BHP. The contract affects universal services such as refuse collection; grounds maintenanceand cemeteries. The commencement of the contract is in April 2014 and coincides with the run up to the Council election in May 2014.	Failure to deliver services. Negative impact on health and wellbeing of residents as a result of refuse not collected, dirty streets, open space and delays in burial.	Sue Harper - Director of Environment & Neighbourhood	6	4	24	Develop and fully test mobilisation plan and encumbrance contractor.	Project Board to review and sign off at each stage of the plan	4	3	12	↔		Apr-14	Jenny Isaac - Operational Director, Neighbourhood Services	
EN9	Legal Reputational Environmental	Systems and processes specified in the newly implemented Parking contract aren't yet working as planned	Failure to migrate to the required parking model for optimising productivity may lead to loss of income and damage to Council's reputation (now an issue, rather than a risk)	Sue Harper - Strategic Director of Environment & Neighbourhoods	5	5	25	Leadership and governance with deadlines set for completion of each tasks.	Project Board to review and sign off each stage of the plan.	5	5	25	New Entry	Operational Director to meet with contractor's senior management team to resolve issues.		Michael Read Operational Director	
Finance																	
FD1	Economic / Reputational	Increased acts of significant fraud or corruption due to economic down turn.	Financial Loss and damage to Council's reputation.	Mick Bowden- Deputy Director of Finance	6	4	24	Anti-Fraud Framework; Whistleblowing Policy; Staff Code of Conduct; Audit & Investigations Unit; Conflicts of Interests Policy; Gifts and Hospitality Policy;	Audit & Investigations Reports / Investigations. NFI; Audit Comission	6	3	18	↔	Ani-Fraud Culture promotion; fraud training across the Council and to external organisations.	31/03/2014	Simon Lane - Head of Audit & Investigations	
FD2	Financial	Failure to produce medium term financial strategy to address budget gap of £55m for 2014/15-2016/17	Inability to take planned approach to managing Council's services in times of reduced funding and significant legislative changes	Conrad Hall - Chief Finance Officer	6	4	24	Process to update MTFS has been developed and initial meetings being held	Existing MTFS approved by Council and senior political and officer commitment to the process	5	3	15	↔	PCG awayday in September to formulate initial 14/15 budget proposal. Will lead to Feb Exec recommendation plus Council decision in March 2014	31/03/2014	Mick Bowden - Operational Director, Finance	
FD4	Financial, Reputational	Pension Fund valuation position does not improve	Increasing drain on Council resources	Conrad Hall - Chief Finance Officer	5	5	25	Strategic asset allocation review undertaken and implemented. Pension Fund valuation being finalised with a credible plan to bring funding level to 100% over next 22 years.	Monitoring of individual fund and overall fund performance	5	3	15	↓	Implemetation of valuation outcome. Review of strategic asset allocation to optimise balance of risk/return on the Pension Fund	31/03/2014	Mick Bowden - Operational Director, Finance	
FD5	Technological/ Reputational	ICT systems failure/ severe or prolonged failure of ICT capability across the Council / breach of IT security either external or significant data loss by staff. Denial of Access. Proximity of new Civic Centre to Wembley Stadium - would take a major threat at the Stadium to have a significant impact on the Council's ICT capabilities.	Service delivery disruption. Financial penalties. Serious damage to Council's reputation.	Stephan Conaway - Operational Director ICT	6	5	30	ICT Strategy; Disaster Recovery Plans place; ICT projects to improve technical infrastructure (info store; OnePrint etc.); Information Governance ; S Access to Information Policy. IT Steering Group.	Test Results from Disaster Recovery Plans. IT Audits. Incident management process	6	4	24	↔	Security Policies & Protocols in need of review and revision.;	Ongoing	Stephan Conoway - AD, Information Technology.	
Legal & Procurement																	
LP4	Financial / Reputational / Legal	Non-compliance with EU Procurement Regulations in the letting of Contracts	Financial loss from cost of Legal challenge from unsuccessful tenderers; reputational damage	Gary Salterpicco - Procurement Manager	6	4	24	Contract Standing Orders; Blue Book Requirement; Involvement of qualified staff withiin Procurement Team in the letting of all significant contracts across the Council; training provided to departments on Procurement regulations etc.	Internal Audits of major contracts; regular advice from legal contracts team; regular liaison between procurement and legal contracts team	6	3	18	New Entry	Training across the Council from procurement colleagues; updated and accessible information on the intranet site covering all aspects of procurement and tendering, category managers attending department management teams on regular basis	Apr-14	Gary Salterpicco - Procurement Manager	
LP8	Legal/Reputational	Successful Judicial Challenge against the authority by way of Judicial Review or other litigation	Reputational risk to the authority and inability to progress with strategic objectives of the organisation; potential cost to the Council if costs order made against the authority	Fiona Ledden - Director of Legal & Procurement	6	4	24	legal advice given at CMT, Executive and PCG, clear advice given on potential areas of challenge and any litigation commenced	Advice given to members and involvement of legal department from commencement	6	3	18	New Entry	Monitoring process of decision making to include proactive advice on issues such as equality impact analysis and considering how decisions are made, obtain expert advice on key problem issues as required.	Apr-14	Fiona Ledden - Director of Legal & Procurement	

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LP10	Legal/Reputational	Increased volume of employment law cases following increased activity in following employment procedures and taking appropriate action for performance issues	Reputational risk to the authority, risk of tribunal making compensation awards to individuals	Fiona Ledden - Director legal & Procurement/Andy Potts - Senior Employment Lawyer	4	4	16	Training undertaken with Senior Managers by legal and HR. Increased skills level for recording disciplinary hearings, and ensuring compliance with procedures including staff appeals and grievances	Advice given to staff appeals and at disciplinary hearings	4	4	16	New Entry	Training provided for those undertaking investigations to include training on witness skills, legal advice to be provided to senior managers involved in disciplinary activities	Apr-14	Fiona Ledden - Director legal & Procurement/Andy Potts - Senior Employment Lawyer

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Assistant Chief Executive's Department																
ACEP15 (PA1)	community	Not having a sustainable Community Strategy	Lack of consistent performance management results in a failure to deliver our Borough Plan	Joanna McCormick - Partnership Co-ordinator	6	4	24	1. Refreshed Borough Plan developed and in sign off process	Performance and finance review	5	4	20	New Entry	1. Review and revise framework following refreshed Borough Plan 2. key performance indicators, performance reports , audit reports and performance and finance review revised	Ongoing	Joanna McCormick - Partnership Co-ordinator
ACEP16 (PA2)	operational	Lack of public sector resources	Failure to align or pool resources of Brent partners effectively to provide the best outcomes for residents	Joanna McCormick - Partnership Co-ordinator	6	6	36	1.One Council Partnership projects	One Council reporting	5	5	25	New Entry	1. Identify priority areas where commissioning as a partnership will achieve greater impact and efficiency. 2. Review options around community budgets. 3. Review PIB Structure	Apr-14	Joanna McCormick - Partnership Co-ordinator
ACEP19 (PA5)	community, reputational	Lack of community engagement	Failure to ensure effective, coordinated community engagement by partners	Joanna McCormick - Partnership Co-ordinator	4	6	24	1. One Community, Many Voices	complaints records, feedback from service users	4	6	24	New Entry	1. Revise voluntary sector partner membership.2. Community Enmgagement Review	April-14	Joanna McCormick - Partnership Co-ordinator
ACEP21 (PA7)	financial, reputational	Projects not delivered according to grant agreements	Failure to ensure value for money delivery for SLAs and gmat funded projects	Joanna McCormick - Partnership Co-ordinator	6	6	36	1. new bidding process. 2. new monitoring process. 3. voluntary sector officer group.	key performance indicators, performance reports,internal audit reports, performance and finance review, complaints records, feedback from service users	5	4	20	New Entry	1. quarterly budget monitoring. 2. quarterly performance monitoring. 3. voluntary sector liaison forum	Ongoing	Joanna McCormick - Partnership Co-ordinator
ACEP23 (PMO4)	Financial/service delivery	Shift from efficiency savings to delivering on transformational projects (Working with Families)	Failure to deliver transformational change will mean that spending reductions will lead to decimation of council services and a bad deal for residents	Irene Bremang - PMO Manager	6	6	36	Engagement of members with the One Council Programme and projects within it through: - leadership and championing of the Programme by the Leader and Deputy Leader; - refresh of the corporate strategy and development of a council target operating model which provides context for transformation; - effective engagement of members with individual transformation programmes.	Reports to Project Boards, One Council Programme Board CMT, Policy Co-ordination Group, and Overview and Scrutiny	5	4	20	↔	- Development of revised corporate strategy and target operating model - On-going work to engage leading members with the One Council Programme - Increased sense of ownership among members and officers of transformational change programmes	Ongoing	Irene Bremang - PMO Manager

Movement since last