

# CORPORATE STRATEGIC RISKS

ID	RISK IDENTIFICATION (Describe risk and underlying cause)	IMPACT (Consequences of risk maturing)	Inherent (raw) risk			Existing Controls	Sources of Assurance	Residual (net) risk			Further Actions	Deadline	Responsible Officer
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CMT	Savings to all council budgets, estimated at between 20-40%, will affect all teams and will have an impact on strategic and operational impact on capacity to deliver.	The necessity to deliver savings of 54million over the 2015/16 and 2016/2017 financial years from Council budgets will inevitably impact on service delivery continuity. Consequences of not managing the changes might result in breaks in continuity of service; reputational issues relating to breakdown in communications outlets; and of financial/legal probity.	6	6	36	Planning for budget reductions; public consultation; PMO support for savings projects; oversight by Chief Executive and Chief Finance Officer; regular budget monitoring reports; oversight and challenge by SFG. Within individual departments officers are developing contingency plans for revised service plans that incorporate varying levels of cuts to budgets. Revised models of delivery will specify what services/posts will be compromised and how statutory services will be maintained. Well established HR process and consultation for restructures with Senior HR contacts CMT oversight of restructures, where required	Reports to full council and cabinet; SFG minutes; Regular finance reports to CMT. Restructure Reports to CMT	6	5	30			Christine Gilbert, Chief Executive
R&G5	Increase in demand from homeless households due to welfare reform and overheated Private Rented Sector market in London	Council unable to manage budget within agreed limits.  Major impact on children within homeless families	6	6	36	Delivery of the revised Accommodation Strategy  Effective use of DHP budget and 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  Intervention of Welfare Reform team to work with most affected cases in PRS	Regular Monitoring	5	5	25	On going monitoring	On-going	Andy Donald - Strategic Director of Regeneration & Major Projects

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CYP3	Increase in demand for social care services resulting from welfare reforms (more families with no recourse to public funds, Children Act, more children looked after)	Increase in number of looked after children or greater demand for services for vulnerable children and young people. Pressures translate into increased financial pressures.	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. Early help services are targeting vulnerable and disadvantaged families and showing success in preventing escalation of problems.	Management information reports track activity and identify trends, to which management are able to respond	4	5	20	NRPF and homelessness pressures being monitored	ongoing	Graham Genoni - Operational Director, Children Social Care
S5	The Council fails to comply with legal/statutory obligations including consultation and equality duty in implementing policy changes	Increased dissatisfaction with council, increase in number of legal challenges and Judicial Reviews resulting in cost of defence and delay	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. Equalities guidance due shortly.	Dec-14	Fiona Ledden
CYP1	Failure to meet demand for school places	Council unable to discharge statutory duty to provide education. Reputation damage, legal challenge, increased health and safety risks	6	6	36	New School Place Planning Strategy approved October 2014. Lobbying Central Govt for additional funding; funding for basic need secured from central govt. to provide additional school places; creative use made of Free Schools programme; use of Fair Access Protocol to place pupils above published numbers; 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 and Education Division

KEY OPERATIONAL RISKS													
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<b>Regeneration and Growth</b>													
R&G 1	Lack of external investment in regeneration of the borough	Reduced income receipts from business rates; reduction in housing supply within the borough. Increase in levels of poverty, unemployment and increased levels of deprivation within the borough.	6	6	36	De-risking by assisting with planning permissions etc. on behalf of developers; Maintaining dialogue with investors / developers. Reviewing other sources of capital finance.	Regular economic monitoring. Regular market contact.	5	5	25	Ongoing economic monitoring and market contact	On going	Andy Donald - Strategic Director of Regeneration & Major Projects
R&G 11	Failure to achieve delivery of Customer Services Project.	Residents unable to communicate with council / Failure of project objectives (i.e. consolidation of Customer Services at Civic Centre)	6	3	18	A - Regular monitoring of Project B - Strong Project management in place	1 - PMO Board and Brent Customer Services Board	6	4	24	On going monitoring	On going	Margaret Read Operational Director Brent Customer Services
R&G 3	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	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
R&G 9	Temporary Accommodation demand increases as a result of welfare reforms and lack of access to affordable private rented properties.	Demand led pressures will impact on the temporary accommodations budget  Unable to procure sufficient properties to meet demand from Homeless Households  Adverse Impact on Temporary Accommodation Budget	6	5	30	TA Reform Plan developed including project workstreams to increase homeless preventions and maximise private rented discharge. TA Reform Project board and management arrangements in place. Monthly supply & demand and financial forecasting. Welfare Reform team workplan to resolve OBC cases and prevent homelessness in PRS through use of DHPs.	Regular monitoring	6	3	18	Implementation of TA Reform Plan. Developing short and longer-term alternatives to high-cost Bed & Breakfast accommodation through interim use of corporate assets and development of new homeless hostel provision. Launch of BHP lettings agency in 2015 and market TA arrangements to landlords through licensing scheme.	On going	Jon Lloyd-Owen Operational Director Housing & Employment
RG28	Accelerated rollout of Universal Credit	May cause hardship or confusion for customers and additional demand on Benefits team, Customer Service Centre and Benefits Welfare team	4	6	24	Benefits Welfare team established and has effectively dealt with previous welfare reforms. Transition project planned. Partnership Board and governance established with DWP.	Regular monitoring and project management. Extent of UC rollout will be limited in 2015 (though capability of DWP to administer it effectively is questionable)	3	6	18	Operational phase of project brought forward following DWP announcement re. acceleration of rollout. Refocusing of action plan to ensure operational issues and risks identified and mitigated	On-going (timetable for UC rollout not yet available)	Margaret Read Operational Director Brent Customer Services

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R&G 2	Inability to deliver new affordable housing in accordance with housing strategy targets	Risk to council's reputation due to residents having to wait longer to be rehoused. Increased temporary accommodation levels and costs and increased unmet housing need May affect councils ability to generate new homes bonus	4	6	24	Performance monitored quarterly at corporate level  New Housing Partnerships service area and Housing Investment Board established to maximise housing investment planning and resources and promote direct and partnership affordable housing development. Regular liaison with GLA over grant-funding opportunities including Housing Zone programme  Clear planning policy	Regular Monitoring	4	4	16	Production of Housing Investment Plan. Identification of new-build sites on HRA land and on corporate sites. Commissioning further infill and other direct development opportunities and building BHP capacity. Progressing Housing Zone applications to achieve successful designation, and subsequent implementation to accelerate affordable housing supply	On going	Jon Lloyd-Owen Operational Director Housing & Employment
R&G 10	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	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	Andy Donald - Strategic Director of Regeneration & Major Projects
R&G 14	Assaults 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.	5	3	15	A - extensive security presence in public areas. B- extensive security camera surveillance of public areas. C- 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	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
R&G 19	Homelessness demand led pressures will adversely impact on the temporary accommodation budget	Increased cost will impact on the ability of the council to balance its budget	4	6	24	Rigorous application of Homelessness assessment criteria  Work with BHP to develop lettings agency to access PRS accommodation	Regular monitoring	3	5	15	Reduction in the use of high cost temporary accommodation and introduction of new more cost effective contracts to provide temporary accommodation		Jon Lloyd-Owen Operational Director Housing & Employment

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R&G 20	Infill development delayed and limited availability of further sites for next phase development identified	This will impact upon the numbers of families in B&B and Temporary accomodation qand the Councils ability to reduced it housing waiting lists	4	6	24	Effective governance and performance management arrangements in place  Identification of excess sites to absorb impact of delayed progression  Establish resources and expertise to support opportunity and site identification; business case development for relevant corporate sites	Regular monitoring	3	5	15	Establish resources and expertise to support opportunity and site identification; business case development for relevant corporate sites		Jon Lloyd-Owen Operational Director Housing & Employment
R&G 26	Building failures – specifically the Civic Centre.	Loss of reputation due to inability to offer or relocate service delivery  risks to most vulnurable residnts through no or poor servicew resposnes	3	6	18	Total FM contract in place. Major M&E covered by warranty and specialist maintenance contracts	Regular monitoring	3	5	15	Contingency planning and engagement with IT and the emergency planning team to develop a emergency plan. Prevention activities. And back up locations.		Richard Barrett Assistant Director Property and Asset Management
R&G 22	Employment and skills merger and START service transformation fails to achieve employment and training objectives	Reduced and/or less effective vocational training and employment outcomes for Brent residents. SFA grant-funding for START service is not maintained.	3	6	18	Project plan for modernisation/transformatio n work-streams in place. Service merger proposals and programme set.	Regular monitoring	3	4	12	Merger implementation plan to be produced.  Clear Cultural Change Programme to be instituted		Jon Lloyd-Owen Operational Director Housing & Employment
R&G 4	Inability to meet government set Carbon & Efficiency savings targets with funding/fines attached	Council having a reduced services budget	5	6	30	Ensure works with Carbon Management Group ensuring data is captured and is of good quality, but that other Departments co-operate, share skills an k knowledge and communicate effectively	Regular Monitoring	4	3	12		On going	Richard Barrett Operational Director Property & Projects
R&G 8	Inability to deliver social housing units in line with specified targtes	Impacts upon families in TA and on housing waiting lists	6	3	18		Regular Monitoring	6	2	12	Performance monitored quarterly at corporate level  Clear planning policy  Closer links between Housing and Major Projects staff through restructure  Successful delivery of major residential developments	On-going	Jon Lloyd-Owen Operational Director Housing & Employment

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R&G 21	Reduction in number of Empty Property Grant properties brought into use	This will impact upon the numbers of families in B&B and Temporary accomodation and the Councils ability to reduced it housing waiting lists	5	4	20	Suite of options being developed for alternatives to traditional temporary accommodation  Programme focussed on smaller units	Regular monitoring	3	4	12	Refocus programme on smaller units and examine meeting demand for other need groups, Move On and ASC		Jon Lloyd-Owen Operational Director Housing & Employment
R&G 23	Current economic situation leading to Increased debt arising from unpaid Invoices	This will prevent/delay Planning & Regeneration 's ability to become self financing .  A greater call upon the Councils revenue budgets	4	4	16		Regular monitoring	4	3	12	Work closely with FSC to ensure income maximised. Increased monitoring within service.		Aktar Choudhury Operational Director Planning & regeneration
R&G 24	Income decline due to loss of business share	This will prevent/delay Planning & Regeneration 's ability to becoem self financing .  A greater call upon the Councils revenue budgets	4	5	20	Significant relationship based marketing LABC partnering agreement in place New work strands introduced - e.g. party wall	Regular monitoring	4	3	12	Plan to win back business, also more flexible recruitment allowing speedy downsizing e.g. use of partnering, agency staff and consultants		Aktar Choudhury Operational Director Planning & regeneration
R&G 25	Health and safety – failure of compliance.	Risk of prosecutions and fines from HSE Risk of serious injury to staff and subsequent insurance claims	5	4	20	Regular H&S review meetings with Property & Projects and Corporate H&S Board	Regular monitoring	4	3	12	Processes and training in place. Looking at capital projects and buildings. Responsibility clearly set out. Clearly setting out the areas of H&S we should be focusing		Richard Barrett Assistant Director Property and Asset Management
R&G 29	Council Tax and NNDR in year collection reduces	Loss of income due to fall in collection. Increased arrears will impact on resources required to collect in future years	6	3	18	Monitoring of collection against profile undertaken each month. Recovery initiatives monitored and reviewed.	Weekly monitoring of performance and monthly profile targets set to ensure any issues are identified as early as possible	6	2	12	Ensure all collection initiatives are maximised and that recovery action takes place as early as possible	Ongoing	Margaret Read Operational Director Brent Customer Services
<b>Children &amp; Young People</b>													
CYP7	Major fraud or financial mismanagement in schools.	Reputational damage; removal of financial delegation; increase resources required from LA to support school.	6	4	24	There is a rolling-programme of school audits in place which is thorough and robust. Where significant financial issues and risks are identified then the Council has and will continue to take robust action. When issues are identified all schools are informed of major learning points and are offered support to put in place an action plan to address any major issues.		6	3	18	Although the audit function is robust - work is being undertaken to ensure that measures are being implemented within schools to ensure financial issues and risks are being addressed. Several cases have been forwarded to the internal fraud team to investigate any suspicions or misaccounting or fraudulent behaviour and this is sending a strong message out to all schools.	Ongoing	Sara Williams - Operational Director Early Help & Education Division Children and Young People

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CYP2	Vulnerable children not adequately safeguarded.	Abuse, Death or injury of vulnerable persons. Reputational damage to Council.	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 People Plans; Child Protection Arrangements; Strong partnership working with relevant agencies; High level monitoring meetings with Chief Executive; Corporate Parenting Committee; Auditing arrangements; Range of monitoring arrangements to track progress; Overview & Scrutiny; Performance Information (quarterly scorecards); Timely reviews of Looked After Children;	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
Adult Social Care													

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ASC4	Budget insufficient to meet demand specifically increased need ( people living longer with more complex needs ) and changes in legislation ( Care Act, Eligibility for service users and carers)	Failure to deliver a more efficient cost effect service will result in overspending budgets	6	5	30	Demand levels are continuously monitored and Transformation programme in place to change model of care to deliver the most in need .	Financial pressures are regularly reported and monitored through Strategic Finance Group and High Level Monitoring panel.	5	4	20	Changes in ways we deliver services and demand management strategies need to be put into place to protect the council's financial position. Routine monitoring and reporting arrangements are in place On-going work is required to look at how to deliver the service differently to be able for the department to be able to deal with the projected increase in demand.	Ongoing	Phil Porter - Director Adult Social Care
ASC1	Failure to safeguard vulnerable persons (older persons; persons with physical & learning disabilities; mental health, transitional young people and other vulnerable adults) leading and resulting in resulting in abuse, death or injury of vulnerable persons (both in terms of safety and financial abuse)	Abuse, Death or injury of vulnerable persons. Reputational damage to Council.	6	3	18	Safeguarding of Adults Teams deal with safeguarding adults 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 Children & 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. Children's Service, Ofsted, Internal Audit Safeguarding Board	6	2	12	On-going training for staff in relation to safeguarding and constant review of procedures and policies	On-going	Yolanda Dennehy - Head of Reablement and Safeguarding / Adult Social Services

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<b>Environment and Neighbourhoods Services</b>													
EN2	Failure to cope with severe weather events, which are themselves becoming more likely over time.	Disruption to residents and possible homelessness. Damage to properties. Potential uninsurability of risks within borough.	5	3	15	Emergency and Business Continuity Plans; Flood Risk Management Plans	Emergency Planning & Business Continuity; Partnership working with Environment Agency	5	3	15		On-going	Sue Harper - Strategic Director of Environment & Neighbourhoods
EN3	Major or large scale incident (accident; natural hazard; riot, terrorism) 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.  Reputational damage to the borough should a perpetrator of terrorism be living or radicalized within Brent	6	4	24	Community Resilience; Civil Contingencies Register; Emergency Planning; ongoing preventative work with the Home Officer	Emergency Planning & Business Continuity	5	3	15	Regular review and assessment of robustness of plans.	On-going	Christine Gilbert- Chief Executive
EN1	Effects of Climate Change not adequately planned for. Failure to understand and plan to mitigate the impact of and adapt to climate change.	Negative impact on health & wellbeing of residents. Increase in energy costs and fees paid to the Environment Agency on Carbon Reduction Commitment Regulations. Environmental targets not met. and reputational risks for being at the bottom of the league table. Increase expenditure to make further adaptations and other levies.	6	3	18	Climate Change Strategy & Action Plan; Travel Plans; Recycling Schemes; 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	2	12		On-going	Sue Harper - Strategic Director of Environment & Neighbourhoods
EN4	Financial/ bankruptcy of major service provider/contractor i.e. waste, street cleansing, trees, parking, leisure services	Catastrophic failure in service delivery/disruption. Council unable to fulfil its statutory duties. Reputational damage and financial implications.	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		On-going	Sue Harper - Director of Environment & Neighbourhood
EN5	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.	5	3	15	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		On-going	Sue Harper - Strategic Director of Environment & Neighbourhoods
EN11	Increased risk of service difficulties, reputational harm or failure during organisational change through loss of focus, of continuity and knowledge, and of senior management capacity to support services	Service difficulties or failures cause local or widespread concern and reputational harm to the Council	5	4	20	Plan changes carefully and establish clear accountabilities for service delivery during transitions	Monitoring of transition plans	5	3	15		Ongoing	Sue Harper - Strategic Director of Environment & Neighbourhoods
<b>Finance</b>													

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CS//O/1	Loss of Significant Amount of Client Personal Data caused by ITU Operational activity	Reputation loss through the association of the Brent Council name with disruptable and unethical activities, potential law suites and potential fine from the Information Commissioner.	6	3	18	High level of security in operations, on-going in house user training, continued vigilance, continuous monitoring a reporting. Technical controls are in place to support.	ITU Operational Management	6	2	12	Introduction of new Security Regime as part of the NBCC fit out. Continued attention to detail in security provision.	Ongoing	Peter gadsdon, Operational Director - ICT
<b>Legal &amp; Procurement</b>													
LP4	Non-compliance with EU Procurement Regulations in the letting of Contracts	Financial loss from cost of Legal challenge from unsuccessful tenderers; reputational damage	6	4	24	Contract Standing Orders; Blue Book Requirement; Involvement of qualified staff within 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	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	Dec-14	Gary Salterpicco - Procurement Manager
LP8	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	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	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.	Dec-14	Fiona Ledden - Director of Legal & Procurement
LP10	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	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	Training provided for those undertaking investigations to include training on witness skills, legal advice to be provided to senior managers involved in disciplinary activities	Dec-14	Fiona Ledden - Director legal & Procurement/Andy Potts - Senior Employment Lawyer
<b>Assistant Chief Executive's Department</b>													
ACE PH4	Contracts to transfer to the local authority for health visiting and FNP in October 15 are not fit for purpose. Adjustment to local authority public health grant is insufficient to cover cost of commissioning the service	Mandated health visiting service not available to children and families in Brent	5	4	20			5	4	20	Work with NHSE London to improve the quality of financial information submitted by the provider. Work with NHSE London to ensure that 15/16 health visiting contract is fit for transfer to Brent Council in October 15	October-15	Melanie Smith DPH
ACE PH3	Failure to identify costed cross departmental priorities for public health action.	Underspend of public health grant while Council seeking to identify significant savings in other budgets	4	5	20	Public Health Delivery Board agreement of process to develop proposals. DPH dialogue with DMTs / SLTs.	PHDB finance reports	3	5	15	escalation to CMT	October-15	Melanie Smith DPH

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ACE CC1	Cuts to ACE dept budgets, estimated at between 20-40%, will affect all corporate teams and will have a strategic and operational impact on capacity to deliver.	The necessity to deliver savings of up to 40% from the ACE department will inevitably impact on service delivery meaning that planned / proactive corporate services and priority behaviour change programmes may not be delivered. The council's reputation may also suffer due to lack of proactive strategy and press work and no resources to support crisis communications.	4	6	24	Close monitoring of departmental and team budgets for over/underspend.  Close monitoring of overall council savings required and efficiency savings forthcoming.	1. Cabinet 2. CMT 3. Corporate Finance	2	6	12	All ACE Heads of service will be developing contingency plans for revised service plans that incorporate varying levels of cuts to budgets. Revised models of delivery will specify what services/posts will be compromised and how statutory services will be maintained.	March-15	Ben Spinks, Assistant Chief Executive
ACE CP5	Failure to achieve deadline for resolving stage 1 and stage 2 corporate complaints.	failure to deliver customer standard for complaints response deadlines. Reputational impact of poor customer service and potential compensation payments for delay.	6	4	24	1. Close monitoring of deadlines. 2. Alert reminders sent to departments. 3. Training provided to managers to improve stage 1 complaints resolution. 4. Operational Director sign off of stage 1 complaints. Improvements to the FOI case monitoring system and training provided.		4	3	12	Review of service allocation and responsibilities to be undertaken	March-15	Phillip Mears - Corporate Complaints Manager
ACE PE1	Lack of joined up working between Council and key partners as a result of an ineffective Partners for Brent.	Poor engagement between partners to deliver improvements across the Borough. Initiatives and engagement tools are duplicated leading to a waste in valuable resources	4	5	20	Developing a refreshed approach to taking forward Partners for Brent that is in line with the development of the new Borough Plan. Refreshed approach will include streamlined, fit for purpose structure.	Performance reports	4	3	12	New structure will be reviewed after 6 months to ensure it is meeting its aims.	June-15	Carl Cheevers Head of Partnerships and Engagement
ACE OC1	<b>OC Programme Savings 2015/16 and beyond</b> There is a risk that the delay in identifying new OC projects, will limit that amount of savings that can be delivered in 2015/16 through the OC Programme	There could be insufficient lead-in time to agree, scope and put new projects into delivery before April 2015 to be able to realise significant savings in 2015/16	6	4	24	1. It has been agreed that the departmental budget saving process managed by Corporate Finance will be the main mechanism for identifying new large or cross-cutting OC projects. 2. Cabinet is expected to approve 2015/16 departmental budget proposals by late Autumn 2014. 3. Potential 2015/16 budget savings from new OC Projects will need to be realistic given the delay in identification and validated by Corporate Finance.	1. Cabinet 2. CMT 3. Corporate Finance	3	4	12	1. Programme Board to monitor progress with confirming departmental budget savings and the number of new OC projects identified  2. Budget savings published  3. PMO Manager to meet with directors to scope new projects to be included in One Council Programme.	March-15	Irene Bremang

