

Operational Risks with Net Score >=12

				R a w	R a w					N e t	N e t			
				R a w	L i k e l i m p a c t	R i s k S c o r e					N e t	L i k e l i m p a c t	R i s k S c o r e	
Service Area	ID1	Identification	Impact	t	d	e	Existing Controls	Sources of Assurance	t	d	e	Further Actions	Deadline	Responsible Officer
Adult Social Care	ASS1	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	6	2	12	On-going training for staff in relation to safeguarding and constant review of procedures and policies	On-going	Interim Head of Reablement and Safeguarding
Adult Social Care	ASS2	Fraud; misappropriation and financial mismanagement of personalised budgets and direct payments by clients leading to the misappropriation of council funds and resulting in overspending budgets	Statutory obligation to provide clients with services even where funds have been misused. Budgetary issues.	6	3	18	Robust policies and procedures; In house Direct Payments Team; Prepaid cards and managed accounts; procedures in place for financial monitoring. Robust approach to Fraud in the form of an Anti-fraud Framework; Whistleblowing .	Internal Audit	6	2	12	Improved training for new staff as they join the council. Fraud / Safeguarding on-going training to be provided to all current staff. A cross directorate working group has been set up to look at ways of identifying financial abuse.	None	Director Adult Social Care Head of Direct Services
Adult Social Care	ASS3	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. Additional savings of £2.2m would need to be found by the Department if fail to integrate with Health. Pressure on resources and potential for additional cuts in staff and services.	6	6	36	PID have been completed and a business case is currently being developed. The Shadow Health & Wellbeing Board oversees integration. On-going engagement with external key partners to discuss new ways of working	Shadow Health & Wellbeing Board,	6	3	18	Continued discussions with key partners and pilot integrated services being developed and trailed	01/10/2014	Director Adult Social Services
Adult Social Care	ASS4	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 effect service will result in overspending budgets	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 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	DMT

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Service Area	ID1	Identification	Impact	t	d	e	Existing Controls	Sources of Assurance				t	d	e	Further Actions	Deadline	Responsible Officer
Adult Social Care	ASS6	Not being able to meet the demand of carers as a result of the implementation of the Care and Support Act. Failure to comply with the Care & Support Act 2014 and provide support to carers.	Reputational risk and adverse publicity fopr failling 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.	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 Programe Board.				5	4	20	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	Head of Direct Services
Assistant Chief Executive	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	Chief Operating Officer
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. 5. Improvements to the FOI case monitoring system and training provided.					4	3	12	Review of service allocation and responsibilities to be undertaken	March 2015	Corporate Complaints Manager
Assistant Chief Executive	ACE OC1	OC Programme Savings 2015/16 and beyondThere 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-int 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 expecteed to approve 2015/16 departemental 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 idenfication 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	March 2015	PMO Manager

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Assistant Chief Executive	ACE	OC2	OC Project Delivery ResourcesThere is a risk a large number of new OC projects will be identified through departmental budget savings process and there will be insufficient internal project management resource to manage these new projects.	4	4	16	1. External consultants may have be to engaged to project manage some of the new OC projects. This may cause some reputational difficulties as we have made a tactical choice to only use external consultants for specialist project work and not general project management.2. Some of the projects may have to be de-prioritised until additional capacity is created in the PMO/project delivery team. This could delay improvements and budget savings being delivered as planned.	1. Programme Board to monitor progress with confirming departmental budget savings and the number of new OC projects identified. 2. PMO to assess additonal project management resources (after existing team is fully allocated). 3. Formal request to CMT to recruit additional project managers (permanent, fixed term or secondments)	1. CMT 2. Programme Board	3	4	12	1. PMO to continually assess current project management capacity with new OC projects coming into the Programme. 2. Resources to be matchedas part of One Council as projects are agreed with CMT and Directors.	March 2015	PMO Manager
Assistant Chief Executive	ACE	PE1	Lack of joined up working between Council and key partners as a result of an ineffective Partners for Brent.	4	5	20	Poor engagement between partners to deliver imporvments across the Borough. Initiatives and enaggement tools are duplicated leading to a watse in valuable resources.	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 2015	Head of Partnerships and Engagement
Assistant Chief Executive	ACE	PH3	Failure to identify costed cross departmental priorities for public health action.	4	5	20	Underspend of public health grant while Council seeking to identify significant savings in other budgets.	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 2015	Director of Public Health
Assistant Chief Executive	ACE	PH4	Contracts to transfer to the local authority for health visiting and FNP in October 2015 are not fit for purpose. Adjustment to local authority public health grant is insufficient to cover cost of commissioning the service.	5	4	20	Mandated health visiting service not available to children and families in Brent.			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 2015/16 health visiting contract is fit for transfer to Brent Council in October 2015.	October 2015	Director of Public Health
Children and Young People	CF1		Failure to meet demand for school places	6	6	36	Council unable to discharge statutory duty to provide education. Reputation damage, legal challenge, increased health and safety risks	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	Operational Director Early Help and Education Division

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Service Area	ID1	Identification	Impact				Existing Controls	Sources of Assurance					Further Actions	Deadline	Responsible Officer		
Children and Young People	CF2	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	Operational Director, Children Social Care
Children and Young People	CF3	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.d	ongoing	Operational Director, Children Social Care
Children and Young People	CF5	Disproportionate reduction to Council's general fund arising from academy conversions.	Impact on Council's ability to improve attainment of children & young people.	6	5	30	Participated in joint action with several other local authorities to challenge General Fund top slicing by Central government. Work underway to remodel services to schools to ensure fulfilment of statutory duties within smaller financial envelope. Continue to take robust approach to leasing issues to minimise risk from transfer of liabilities on academisation.					6	4	24	Modelling of schools budgets based on proposed new funding formula and continuing to make 'pessimistic' assumptions about an increased number of academies. Improving approach to negotiating transfers	Ongoing	Operational Director Early Help and Education Division
Children and Young People	CF7	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	Operational Director Early Help and Education Division

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Environment and Neighbourhood	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	Interim Operational Director Neighbourhoods	
Environment and Neighbourhood	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	Head of Community Safety and Emergency Planning	
Environment and Neighbourhood	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	Head of Community Safety and Emergency Planning
Environment and Neighbourhood	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	Operational Director and Interim Operational Director Neighbourhoods	
Environment and 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	Operational Director and Interim Operational Director Neighbourhoods	

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Environment and Neighbourhood	EN7	Failure of the Public Realm contract . The contract includes universal services such as refuse collections, streets cleansing, grounds maintenance and cemeteries . The contract commenced in April 2014, for refuse collection, street cleansing and related activities and in September 2014 for grounds maintenance and burials including BHP, when staff were transferred to Veolia.	Failure to deliver services. Negative impact on health & wellbeing of residents as a result of refuse not collected , dirty streets and open space and delays in burials. Environmental , regulations and reputational risks.	5	3	15	Contract awarded to Veolia at October 2013 Executive; mobilisation plan underway with contractor	Project Board to review progress				4	3	12	Sep-14	Interim Operational Director Neighbourhoods	
Finance and IT	CS/I/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	Operational Director IT
Regeneration and Growth	R&G 01	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	Operational Director Planning & Regeneration
Regeneration and Growth	R&G 02	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 needMay affect councils ability to generate new homes bonus	4	6	24	Performance monitored quarterly at corporate levelNew 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 programmeClear 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	Head of Housing Partnerships
Regeneration and Growth	R&G 03	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 solutionsScope to identify future funding/grant funding options	Schools Expansion Policy agreed by Executive				4	5	20	On going	Operational Director, Property & Projects	
Regeneration and Growth	R&G 04	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	Energy Manager	

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Regeneratio n and Growth	R&G 05	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 StrategyEffective use of DHP budget and detailed budget monitoring arrangements in placeContinue to focus resources on prevention of homelessness wherever possibleReduction in the use of high cost temporary accommodation and introduction of new more cost effective contracts to provide temporary accommodationMonitoring of temporary accommodation placementsIntervention of Welfare Reform team to work with most affected cases in PRS	Regular Monitoring	5	5	25	On going monitoring	On-going	Head of Housing Needs
Regeneratio n and Growth	R&G 07	Sudbury School Academy ConversionSchool is seeking redress from the Council with regard to the value engineering undertaken to reduce the cost overruns on the building contract	Council is faced with a claim of up to £1.8m (the amount the school contributed to the project). This will impact on the Capital Programme	6	3	18	This is a post build completion matter and is being handled by the Contracts (Legal) Team, Legal and Procurement		6	2	12	Gary Howell, Senior Commercial Litigation Officer, is leading on issue for Council	On going	Operational Director, Property & Projects
Regeneratio n and Growth	R&G 08	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 levelClear planning policyCloser links between Housing and Major Projects staff through restructureSuccessful delivery of major residential developments	On-going	Head of Housing Partnerships
Regeneratio n and Growth	R&G 09	Temporary Accomodation 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 accomodations budgetUnable to procure sufficient properties to meet demand from Homeless HouseholdsAdverse 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	Head of Housing Needs
Regeneratio n and Growth	R&G 10	Politocalo 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 communityWell planned and executed consultation	Regular monitoring	5	3	15	Effective PR management	On going	Operational Director, Property & Projects
Regeneratio n and Growth	R&G 11	Community Access project is not successful	Financial savings are not achieved and residents' experience worsens as pressure on services is not mitigated sufficiently by new delivery models	6	4	24	A - Regular monitoring of ProjectB - Strong Project management in place Funding for project resource is being sought from OC board to accelerate progress in undertaking thematic reviews Engagement programme with services planned to ensure buy in	1 - PMO Board and Brent Community Access Board	5	3	15	On going monitoring	On going	Operational Director, Brentt Customer Services

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Regeneration and Growth	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	Operational Director, Property & Projects	
Regeneration and Growth	R&G 19	Homelessness demand led pressures will adversely impact on the temporary accommodation budget	Increased cost will impact oin the abilityy of the council to balance its budget	4	6	24 Rigorous application of Homelessness assessment criteriaBHP to develop lettigngs 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		Head of Housing Needs	
Regeneration and Growth	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 placelIdentification of excess sites to absorb impact of delayed progressionEstablish 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		Head of Housing Partnerships	
Regeneration and Growth	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 accommodationProgramme 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		Head of Private Sector Housing	
Regeneration and Growth	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/transformation 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		Operational Director Housing & Employment	
Regeneration and Growth	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.		Head of Planning & Head of Business Control	
Regeneration and Growth	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 placeNew 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		Head of Planning & Head of Business Control	
Regeneration and Growth	R&G 25	Health and safety – failure of compliance.	Risk of prosecutions and fines from HSERisk 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 on.		Operational Director, Property & Projects	

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Service Area	ID1	Identification	Impact	t	d	e	Existing Controls	Sources of Assurance			t	d	e	Further Actions	Deadline	Responsible Officer
Regeneration and Growth	R&G 26	Building failures – specifically the Civic Centre.	Loss of reputation due to inability to offer or relocate service deliveryrisks to most vulnerable residents through no or poor service responses	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.				Operational Director, Property & Projects
Regeneration and Growth	R&G 28	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 (time	Head of Customer Service and Benefits
Regeneration and Growth	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	Head of Customer Service and Revenues