

ID1	Identification	Impact	Owner	Raw Impact	Raw Likelihood	Raw Risk Score	Existing Controls	Sources of Assurance	Net Impact	Net Likelihood	Net Risk Score	Further Actions	Movement Indic.	Deadline	Responsible Officer
R&G 01	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.	Operational Director Housing & Employment	4	5	20	Performance monitored quarterly at corporate level. 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. Housing Zones designated and programme board established.	Regular Monitoring	4	3	12	Submit second infill phase bid to GLA (January 2016). Commence procurement of delivery partners for RTB receipts (February 2016). Develop partnerships with RP partners for medium-term re-investment of their RTB sales proceeds (April 2016)	↔	30/4/16	Head of Housing Partnerships
R&G 02	Inability to deliver enough primary school capacity through the Schools Capital Programme (including SEN provision in that phase)	Council in breach of its statutory duty. Increasing numbers of children having to be educated out of Borough or without a school place.	Operational Director Property & Projects	5	6	30	Work with Children & Young Peoples Dept. to plan and deliver requirements for school places and identify alternative education solutions where required. Scope to identify future funding/grant funding options. Work with EFA on establishment of new schools.	Schools Place Planning Strategy approved by Cabinet in October 2014.	4	4	16	Annual review due October 2015.	↔	31/10/15	Operational Director Property & Projects
R&G 03	Inability to meet government set Carbon & Efficiency savings targets with funding/fines attached. Target is 2,024 tCO2 reduction by 2018.	Council having a reduced services budget	Operational Director Planning & Regeneration	5	3	15	Ensure works with Carbon Management Group ensuring data is captured and is of good quality, but that other Departments co-operate, share skills and knowledge and communicate effectively.	Regular Monitoring, seeking new opportunities	4	3	12	None	↔	N/A	Energy Manager
R&G 04	Impact of government's housing and welfare reforms causes significant leading to a rise in homelessness	Increased homelessness and associated service pressures leading to an increase in use of emergency accommodation and out-of-borough placement	Operational Director Housing & Employment	6	6	36	Cross-service welfare reform approach in place. Temporary Accommodation reform plan in place to maximise homelessness prevention and private rented resolution and development of resettlement resources for out-of-borough placements.	Regular Monitoring	5	4	20	Mainstream of assisted self-service frontline service from April 2016, integrated with benefits and employment advice. Joint homelessness and children act assessment protocol to be developed.	↔	30/4/16	Head of Housing Needs
R&G 05	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.	Operational Director Property & Projects	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.	↔	30/03/16	Operational Director Property & Projects
R&G 06	Deficits in employment & Skills service quality and delivery	Reduced and/or less effective vocational training and employment outcomes for Brent residents. SFA grant-funding for START service is not maintained. OFSTED grading is not maintained.	Operational Director Housing & Employment	3	6	18	Detailed improvement plan in place with external peer challenge. Dedicated Quality Manager position established.	Regular monitoring	3	4	12	Mock OFSTED inspection scheduled for next term	↔	31/10/15	Head of Employment & Skills
R&G 07	Income decline in Building Control due to loss of business share	This will prevent/delay Planning & Regeneration 's ability to become self financing .A greater call upon the Councils revenue budgets	Operational Director Planning & Regeneration	4	5	20	Significant relationship based marketing LABC partnering agreement in place. New work strands introduced - e.g. party wall	Regular monitoring	4	4	16	Plan to win back business, also more flexible recruitment allowing speedy downsizing e.g. use of partnering, agency staff and consultants	↔	31/10/16	Head of Planning & Head of Building Control

R&G 08	Health and safety – failure of compliance.	Risk of prosecutions and fines from HSE Risk of serious injury to staff and subsequent insurance claims	Operational Director Property and Asset Management	6	4	24	Regular H&S review meetings with Property & Projects and Corporate H&S Board.	Regular monitoring	5	4	20	Mazars have been commissioned to undertake an external review of the Council's Health and Safety arrangements.	↑	31/03/16	operational Director Property and Asset Management
R&G 12	Inability to deliver enough secondary school capacity through the Schools Capital Programme (including SEN provision in that phase)	Council in breach of its statutory duty. Increasing numbers of children having to be educated out of Borough or without a school place.	Operational Director Property & Projects	5	6	30	Work with Children & Young Peoples Dept. to plan and deliver requirements for school places and identify alternative education solutions where required. Scope to identify future funding/grant funding options. Work with EFA on establishment of new schools and with EFA/Officers on identification and acquisition of suitable sites.	Schools Place Planning Strategy approved by Cabinet in October 2014. Annual review due October 2015.	4	5	20	Annual review of School Place Planning Strategy (due in October 2015) to identify a strategic approach to delivery of sufficient secondary school places.	↔	31/10/15	Operational Director Property & Projects
R&G 13	Crest Academies - risk of substantial contractor claim in respect of delay to completion of project.	Significant financial cost to council for which no budget exists.	Operational Director Property & Projects	5	6	30	Obtain appropriate legal advice in advance of a contractual claim being made and in the event that a claim is made, act according to that legal advice.	Legal advice obtained to date indicates that the anticipated claim is largely unsubstantiated and not the council's liability.	4	5	20	None	↔	N/A	Operational Director Property & Projects