

ID1	Link to Brent 2020	Link to Borough Plan	Risk Description	Potential Impacts	Owner	Raw r	Raw l	Raw Risk Score	Controls	Assurance	Net risk	Net like	Net risk score	Movement Indicator	Further Actions	Deadline	Responsible
SR1	Employment and skills – to respond to the increase in the working age population and lift people out of poverty and welfare dependency.	Better Lives	There are <b>insufficient or inappropriate employment opportunities</b> (because they do not have the right skills or ability to access) for residents of the Borough to enable the working population into work.	Increasing levels of poverty and deprivation across the borough. Widening in inequalities gap. Increase pressure on council and welfare services. Poor health and the resulting impact on life chances of children and their families. Higher unemployment and lack of those with the right skills to match the needs of businesses considering investing in the borough. Increase in numbers of young people not in education, employment or training	Strategic Director of Community and Wellbeing / Strategic Director of Regeneration & Environment Services / Strategic Director of Children and Young People	3	5	15	Employment Support & Welfare Reform reviews. Regeneration. Strategic Boards set up to address strategy in areas of Civic Enterprises and Business Development. 'The Living Room' initiative, Brent Works - apprenticeship support service. Connexions contract and Brent Connexions employees; Care Leavers' Offer from April 2018'; Inclusion Support work with schools to prevent exclusions showing impact.	Employment related KPIs - all ragged as amber as at May 2017. NEET KPI is Green others in the same sub set have no RAG in May 2017.	3	4	12	↔	None		
SR2	Regeneration – to improve the economic, social and environmental conditions in the Borough.	Better Place	Our residents, staff or the visitors to the borough experience <b>harm or injury</b> , either immediate or longer term effect on their health and well-being.	Death or serious injury to residents/visitors / staff. Increase in litigation against the Council. Reputational damage; Severe financial penalties and government intervention.	CMT	6	4	24	Emergency Plans. Health & Safety Strategy. Compulsory Health & Safety training for staff. Insurance cover. Risk Assessment for all staff. Miscellaneous policies and procedures. Work place inspections. Enforcement Activity around Borough. Partnership with other agencies. Borough Plan. Healthy Lifestyles. Housing Strategy.	Health KPIs all ragged as Amber in May 2017. Cohesion indicators are amber, data is not available as at May 2017.	5	3	15	↔	None		
SR3	Business and housing growth – to maximise the tax base to support the delivery of core services.	Better Lives	The <b>provision of business premises and housing</b> within the Borough does not meet the demands of current and potential residents and business owners.	Increasing numbers of people dependent on Council for housing and increase in homelessness and the resulting financial pressures on Council to provide temporary accommodation. Reduction in Council Tax and Business rates revenues.	Strategic Director Regeneration and Environment	5	5	25	Housing of Vulnerable People Review. Housing Strategy and related Policies. Regeneration Strategy. Local Plan.	Performance Reports / planning data. KPI data relating to new homes is not available as at May 2017. Gross rateable value.	5	3	15	↔	None		
SR4	Demand management – to manage the pressure on needs-led budgets such as children's social care, adult social care and homelessness.	Better Lives	We are unable to contain <b>demand for our services</b> , particularly in the most challenging areas (1. Domestic Abuse, 2. Drug and Alcohol Addiction, 3. Mental Health) within the limits of funding available and encourage the community to seek to help themselves whilst tackling the most significant demand pressure areas	Mis-alignment between the needs of the community and Council services. Reputational damage. Increasing levels of crime. Health inequalities. With an aging population (and potentially more people with dementia) leading to increasing need for support or long term stay in hospital. Shortened life expectancy for residents. Health inequalities. Increasing levels of homelessness for those with alcohol/drug problems or MH issues. More children entering the care system or referred for acute safeguarding issues as a result of reduced effectiveness of early help services to meet increased demand. Negative impact on educational, health and wellbeing outcomes for children.	Strategic Director of Community and Wellbeing / Strategic Director of Children's Services	6	3	18	Review and redesign of services. Commissioning Activity. Partnership working. Troubled Families programme; closer co-ordination of support for vulnerable adolescents; implementation of recommendations from OBRs for (i) Children on the Edge of Care and (ii) Gangs.	KPIs around crime including domestic violence are ragged red as at May 2017.	5	2	10	↔	None		

SR5	Raising income – to support the delivery of core services.	All Three Priorities: Better Lives, Better Place and Better Locally	We are unable to <b>maximise the opportunities for generating income</b> in future years.	Inability to support the Council's long term objectives. Service reductions and quality. Only statutory services provided to residents (discretionary and other services cut). Increased burden on council tax payers to pay additional precepts to fund certain services (e.g. social care). Increase in burden on local businesses ( increase in business rates)	Strategic Director of Resources	4	4	16	Dedicated resources focused on income generation opportunities. Medium Term Financial Strategy. Invest to Save programme.	Financial reporting. Audit. Performance reports from Economic Development. External Funding obtained.	3	2	6	↔	None		
SR6	All priorities	All Three Priorities: Better Lives, Better Place and Better Locally	The Council does not respond efficiently or effectively to <b>changes in political and legislative environment</b> and / or fails to meet existing statutory responsibilities	The failure to understand or be aware of the impact of new legislation leave the Council unable to adapt or foresee the impact on service provision. Inability to demonstrate good governance.	CMT	6	4	24	Code of Corporate Governance, Statutory Officers, Constitution & Scheme of Delegation. Legal Services. Roles require qualifications / Membership of Professional Body	OFSTED, CQC, Pensions, Audit. Corporate Governance Group. Annual Governance Statement.	5	3	15	↔			
SR7	All priorities	All Three Priorities: Better Lives, Better Place and Better Locally	The Council does not have the required <b>culture, expertise, technology or skills</b> to meet the future challenges the organisation faces.	Changing jobs market means that the Council is facing increased competition for the best skilled staff compounded by difficulties in recruiting in some areas. Loss of experienced staff and expertise in some areas. Reduction in service quality; reduced ability to develop / implement new initiatives; inability to meet its commitments.	Chief Executive	4	6	24	Governance Framework. Recruitment and retention policy and procedures. Talent Management Strategy. Shared Service arrangements. Flexible working and technology to support.	Service reporting to CMT. Audit. Staff Survey.	4	5	20	↔	Launch Workforce Strategy. Brent IT Strategy.		Director of Legal and HR Services
SR8	All priorities	All Three Priorities: Better Lives, Better Place and Better Locally	The Council expands its provision of services in the <b>commercial market or changes delivery models, forms partnerships</b> without due diligence to ensure the Council's objectives are not compromised.	Reputational damage, reduced outcomes for Brent residents, non compliance with legislation, service continuity is impaired.	CMT	5	3	15	Strategic Boards, Programme Management Discipline. Where shared services or companies set up with must be with clear and accountable governance structures and articles of association	Member oversight through Cabinet, Scrutiny and shared services committee, CMT oversight, Audit Committee, SLA - Service Performance Reports.	4	2	8	↔	All Directors to receive Company Director Training. To be regularly re run for all new Directors		Director Performance, Policy and Partnerships and Head of Transformation