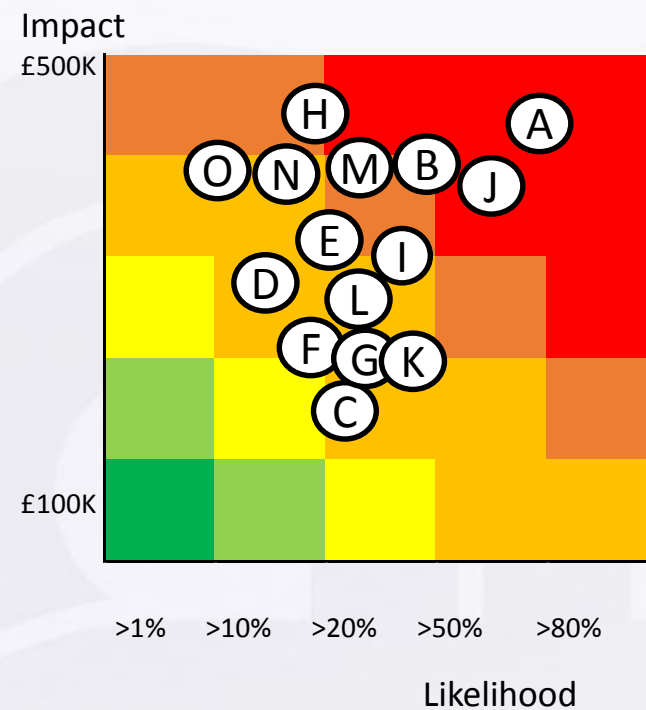


Corporate Risk Register

Financial	A.	Budget Overspend
	B.	Savings not achieved
	C.	Impact of Universal Credit
	D.	Council Tax Transition
Service Delivery/ Operational	E.	Recruitment, Retention and Training
	F.	Quality of Service compromised due to savings
	G.	Digital Strategy
	H.	Failure to meet demand for social care services
	I.	Failure to deliver Housing Growth
	J.	Lack of Supply of affordable accommodation
Stakeholder	K.	London Borough of Culture
	L.	Contract Management
	M.	Consultation with Brent's Communities
	N.	Brexit - Workforce
	O.	Brexit - Economy



Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>A. Budget Overspend</p> <p>Demand for services could increase to levels higher than expected without warning, this would mean that services would be overspent resulting in other efficiencies having to be made or funding be found from elsewhere in the council.</p>	<p>A. There is a strong culture of budget management and the council as a whole has not overspent for 5 years. There is a structure and system in place to ensure that individual budget managers review their financial position, with results aggregated up to departmental and corporate level and reported quarterly to CMT and Cabinet. Reports identify emerging risks and trends as well as the corrective action being taken to address known or forecast overspends. In the current financial climate risks inevitably remain.</p>	
<p>B. Savings not achieved</p> <p>Savings proposals could be subject to delays and unforeseen issues, this would mean that services would be overspent and that we would be unable to manage demand, resulting in other efficiencies having to be made or funding be found from elsewhere in the council.</p>	<p>The council monitors delivery of planned savings and has a track record of achievement of over 95% in year. The systems described above also operate to mitigate this risk.</p>	

Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
C. Impact of Universal credit There is a risk that as a result of the introduction of Universal Credit our rent income will be compromised which will create a deficit in our Housing Revenue Account.	Live roll out of Universal Credit commenced in the Borough and will only affect new claims and those who have any changes to their circumstances post the roll out. A corporate and local implementation plan is in place and is geared up to mitigate some of the key associated risks	Develop management information suite to track the impact of the change. Troy Francis – 30 November 2018 Introduce a new IT escalation policy to enable a more responsive approach to arrears management associated with the change. Troy Francis – 30 January 2019
D. Council Tax Transition There are risks around data migration, system availability and printing arrangements. Loss of income due to being unable to issue council tax and Benefits notifications	Council tax transition project team, plan, regular monthly meeting with Capita and an interim manager to be appointed in new year- and management structures will be reviewed and reinforced where necessary. Knowledge transfer sessions being held between Capita and Brent IT staff and plans to recruit staff	Planned early – project kicked off in December 2017 in order to allow sufficient planning and time for a successful migration. Tendering process started in May/June 2018 to allow time for a new contractor to be selected. Project assistant being appointed to assist in implementation. Extend support form Capita.
E. Recruitment and Retention Failure to recruit and retain sufficient permanent staff to a significant number of posts, including senior managers, risks services being impaired and weakened.	Action has been taken to identify 'hard to fill' posts and put in place strategies to address recruitment shortcoming. Eg Social Workers - Overseas recruitment. Housing – additional specialist recruitment resource. Ongoing work is taking place with external agencies to fill a range of HoS posts. The Council's Workforce Strategy addresses the general need	Nigel Chapman ongoing 18/19. Sean Gallagher 18/19. Raj Soni-Alagh 18/19.

Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>F. Quality of Service</p> <p>There is a risk that the quality of service delivery is substantially compromised due to budget savings which would require a service delivery plan to mitigate and remodel the current service.</p>	<p>Alignment of the IAG Corporate and CYP contracts: 2019 - 2021, reduction of the budget would adversely affect delivery in year 2 - 2021.</p> <p>Reduction in service of IAG would negatively impact residents who are 'most in need' of access to a free advice and case assistance service. The majority of service users are from BME communities.</p> <p>The voluntary and community sector needs review is almost complete, the model may require revision to accommodate any savings to grants or infrastructure assistance.</p> <p>Savings to grants supporting community engagement, cohesion, projects and advice provision would negatively impact the services and projects arranged by and delivered to residents locally and via the hubs.</p> <p>Partnership and Engagement team delivery would need to reflect future service delivery requirements – promote and support income generation via SpaceHive, Brent4Communities, Brent Giving, funder networking.</p>	<p>Draft a revised service delivery plan: February – April 2019 (Genevieve George)</p> <p>P&E team realign delivery to reflect changes.</p>

Risk register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>G. Delivery of digital strategy</p> <p>There is a risk that due to poor planning and resource the Digital Strategy and Programme is not delivered to budget, and as a result does not meet business requirements and benefits are not realised.</p>	<p>The programme has a clear strategy and roadmap and a programme management team is in place with work overseen by the Digital Board which meets monthly. A recent audit of the Digital Programme returned a 'reasonable' rating.</p> <p>Recommendations related to enhancing benefits realisation and ensuring structures are in place for the potential roll out of robotics.</p> <p>In addition, all projects within Digital Transformation have been updated to include work stream reporting templates to capture benefits using the headings the auditors recommended.</p> <p>A programme level benefits realisation template against all Digital projects is presented at the corporate landlord board on monthly basis to ensure achievements and benefits are monitored.</p>	

Risk register

Cause, event, consequence

Risk and Trend <i>H (cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>H. Failure to meet demand for social care services</p> <p>Social Care for Children and Adults are demand led services, meaning that demand for services can increase to levels higher than expected without warning, this would mean that services would be overspent resulting in other efficiencies having to be made or funding be found from elsewhere in the council.</p>	<p>Budgets and demand levels are closely monitored through a range of mechanisms, including all spend being agreed by Head of Service or above. Directorates work closely with finance to track trends, and to introduce demand management measures as part of the core service.</p>	<p>No further actions are planned.</p>
<p>I. Failure to deliver Housing Growth</p> <p>There is a risk that as a result of poor staff resourcing the capital building programme will not be delivered within the GLA's required timetable resulting in grant being withdrawn and thus lost to the Council</p>	<p>The Capital residential building programme has significantly increased due to allocation of £65m GLA grant funding. As a consequence a new delivery programme is being developed using far greater resources both internally and externally. Failure to deliver on time remains a critical risk as the GLA reserve the right to withdraw funding if strict timetables are not met.</p>	<p>Review of the Council's development delivery capability and options appraisal – Nick Ljustina/Hakeem Osinaike/Aktar Choudhury – February 2019</p> <p>Procurement of strategic partnership framework – Hakeem Osinaike – August 2019.</p>
<p>J. Lack of supply of affordable accommodation to meet demand</p> <p>There is a risk that as a result of the limited supply of affordable accommodation, both in the PRS and Social Housing there will not</p>	<p>The Housing Needs Team is working with i4B and the Housing Partnerships Team to increase the supply of affordable accommodation for households on low income or dependent on benefit. The Council has also joined the pan London housing initiative – Capital Letters, to increase the supply of PRS accommodation that is made available for homeless households in Brent, as well as amending the</p>	<p>Amendment to i4B business and delivery plan – i4B board.</p> <p>Implementation of Reasonable Rents – Laurence Coaker – April 2019.</p> <p>New Council bid programme – John Magness – April 2020.</p>

Risk register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
K. London Borough of Culture There is a risk that due to non-delivery at operational level and/or lack of resident engagement/attendance at events the LB of Culture programme is not perceived as successful, and as a result all the potential benefits are not realised.	Funding applications in train to reduce reliance on Council funding Community fund launched Community Advisors and Young Ambassadors appointed	Application to Paul Hamlin Foundation: Feb 19. LBoc team. Promote community fund in order to secure applications from a wide range of groups and interests: Ongoing. LBoC team. Appointment of curators and cultural partners to ensure high quality programming of cultural events: Ongoing LBoC team.
L. Contract management If the council does not consistently adopt a good standard of contract management, it will fail to maximise the value of its third party spend, with potential adverse impacts on service delivery, reputation and value for money.	New Contract Management Framework / improvement programme set for roll-out New role under recruitment to lead on improvement programme	Recruitment of lead role. Jonathon Noble (Head of Procurement) 1st April 2018

Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>M. Consultation with Brent's communities</p> <p>Failure to effectively consult with Brent residents on significant developments may lead to lack of clarity and support for these developments leading to dissatisfaction with Council activity.</p>	<p>Drop in sessions for residents affected by new developments have been held with senior members and officers. These have proved to be successful and will be designed into future activities.</p> <p>Development of an internal cross-service community engagement Project Team.</p> <p>Internal survey on community engagement with staff to better understand what we do as a Council, and identify good practice.</p>	<p>Development of 'drop in' sessions as part of consultation process.</p> <p>Consultant engaged to work with residents to identify ways forward to enhance and increase engagement. (Appoint Feb '19 to commence March)</p> <p>Survey with staff who are Brent residents.</p> <p>New Community Engagement strategy (Autumn)</p> <p>Strategy action plan. (Autumn)</p> <p>Development of an effective communications strategy using learning from the community engagement review'.</p>

Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>N. Brexit; Workforce</p> <p>EU residents may want to return to the EU as they do not know what their rights are after the UK leaves the EU, or they may not feel welcome. This could impact on our workforce, and that of the our partners, including the NHS and schools, providers, local businesses, and voluntary sector leading to an inability to deliver statutory and other services.</p>	<p>Promotion of the EU settlement scheme to all staff, to our partner agencies, our providers, local businesses, the voluntary sector, and to the public using all channels available</p> <p>HR have put in a temporary process to record the passport held of new starters. This process has been in place since December. HR is also working with services to identify EU nationals in the workforce.</p>	<p>Promotion of the EU settlement scheme through targeted social media campaign, leaflets and posters across the borough and in key places known to be popular with EU nationals</p> <p>Hold an EU settlement scheme information evening and promote widely</p> <p>Develop a more complete profile of Brent Council's European staff</p>

Risk Register

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>O. Brexit: Economy Changes in the economy and customs regulations as a result of the UK leaving the EU without a deal could lead to delays and increased costs in materials and medicines which will affect delivery of local projects, our local businesses including SMEs and construction firms, and health of our vulnerable residents and could lead to closure of businesses which will impact on our business rates income, viability of capital projects, increased costs or shortages of food impacting both on our poorest residents and food providers, and our vulnerable residents unable to get the medicines they need</p>	<p>Through our business board, we maintain a dialogue about Brexit and any concerns</p> <p>The government has implemented a nationwide approach to ensure there is no shortage of medicines and vaccines due to Brexit. Pharmaceutical companies that supply the UK with prescription-only and pharmacy medicines from, or via, the EU or European Economic Area (EEA) have been asked to ensure they have a minimum of six weeks' additional supply in the UK, over and above their business as usual operational buffer stocks, by 29 March 2019. Companies were also asked to make arrangements to air freight medicines with a short shelf life, such as medical radioisotopes. Government funding has been made available for companies that need additional storage for these stockpiled medicines. The government is also making plans around delays at ports, etc. The government has asked all other health and care providers not to stockpile their medicines, and to reassure patients there is no need to store additional medicines at home.</p>	<p>Where possible, source alternative providers for goods, or incorporate longer delivery times into projects</p> <p>Escalate provider, businesses, and voluntary sector concerns through the appropriate channels</p> <p>Re-iterate the Mayor of London's message "London is Open", and more specifically, "Brent is Open".</p> <p>Write to social care providers re-iterating government advice and the EU settlement scheme, and asking providers to share their business continuity plans with us</p>