

CORPORATE STRATEGIC RISKS																
ID	CAT.	RISK IDENTIFICATION (Describe risk and underlying cause)	IMPACT (Consequences of risk maturing)	Risk Owner	Inherent (raw) risk			Existing Controls	Sources of Assurance	Residual (net) risk			Movement Indicator	Further Actions	Deadline	Responsible Officer
					Impact	Likelihood	Risk Score			Impact	Likelihood	Risk Score				
S4	Economic / Socio Cultural	Economic recession / demographic change and welfare reform agenda including localised council tax benefit resulting in increase in need for council services.	Increased demand for council services / accomodation / crime / anti-social behaviour	Phil Newby Director of Strategy, Partnership and Improvement	6	6	36	Lobbying of Central Government. Partnership working with NHS		6	6	36				
S5	Legal / Political	The Council fails to comply with legal/statutory obligations including consultation and equality duty in implementing policy changes or failure to comply with	Increased dissatisfaction with council, increase in number of legal challenges and Judicial Reviews resulting in cost of defence and delay	Toni McConville - Director of Customer & Community Engagement Fiona Ledden Borough Solicitor	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.	Dec-12	Christine Collins - Community Engagement Manager

KEY OPERATIONAL RISKS																
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Customer & Community Engagement																
CCE1	Reputational / Service Delivery	Failure to achieve delivery of Customer Services Project.	Residents unable to communicate with council / Failure of project objectives (i.e. consolidation of Civic Centre at Civic Centre)	Margaret Read - AD Customer Services	6	5	30	A - Regular monitoring of Project B - Strong Project management in place	1 - PMO Board and Brent Customer Services Board	6	4	24		1 - Continual monitoring required to ensure delivery of project meets deadlines. Consultant to be appointed to manage project for 1 day a week and dedicated Cdovic Centre Resource to be appointed.	Dec-12	Margaret Read - AD Customer Services
CCE2	Technical / Financial	Digital Post room not delivered in sufficient time to operate following move to Civic Centre	Financial impact of having to employ agency staff at the Post Room staff to handle paper post for a significant period of time after move to Civic Centre	Margaret Read - AD Customer Services	6	5	30	A - Robust project planning B - Resource (Civic Centre Project Manager & Consultant appointed to oversee project. AD for IT member os Civic Centre Project Board	1 - PMO Board and Brent Customer Services Board; Regular progress meetings between AD CS and Consultant to monitor progress.	6	4	24		1 - Detailed Project Plan 2 - Business case and PID to be considered by Civic Centre and Brent Customer Services Boards May 2012	Dec-12	Margaret Read - AD Customer Services
CCE3	Service Delivery/ Reputational	Insufficient operational capacity to deliver improvements to the Customer Services experience at the new Civic Centre	Residents unable to communicate with council / Failure of project aim ((i.e. consolidation of Civic Centre at Civic Centre)	Margaret Read - AD Customer Services	6	5	30	A - Improvement plans and agreed protocols for Web and Digital Post Room teams	PMO Board and Brent Customer Services Board; Regular progress meetings between AD CS and Consultant to monitor progress.	6	4	24		1 - Digital Post Room business case in progress	Jul-12	Margaret Read - AD Customer Services
CCE4	Political / Reputational	Failure of Council to have an inclusive festivals programme	Increased dissatisfaction with the council by local residents and community groups / Impression of bias/favouritism towards a particular sections of the community	Cheryl Curling - Head of Communications & Marketing	6	4	24	Events strategy developed to support the four priorities of delivery of an inclusive events programme.		5	3	15		To be completed	To be completed	Cheryl Curling - Head of Communications & Marketing
CCE5	Economic / Financial/Service delivery	Failure of trading units to achieve income targets	Pressure on CCE budget & CCE budget overspend resulting in savings having to be found from elsewhere within the service.	Saskia Woolloff - Business Manager	6	5	30	A - monthly monitoring of budget reports with cost centre managers B - Reduction in income targets when budget setting to be more realistic	1 - Monthly budget reports sent to cost centre managers for amendment and review 2 - Quarterly budget meetings held and YTD	6	3	18		1 - Business Manager to maintain monitoring and liaise closely with Finance Business Partner to ensure budget breaks even	31-Mar-13	Saskia Woolloff - Business Manager
CCE6	Economic / Financial/Service delivery	Failure of Registration & Nationality Service to generate projected external income due to changes in government policy	Pressure on CCE budget if RNS income targets are not met / CCE budget overspend resulting in savings having to the found from elsewhere.	Mark Rimmer - Service Director, Registrars & Nationality Service	6	5	30	A - Close liaison with relevant government departments to ensure early notice of policy changes B - Advise HR/Finance that delays in recruitment will mean reduced ability to generate revenue	1 - Monthly budget monitoring 2 - Quarterly meetngs with UKBA	6	4	24		1 - Continue liaison with government departments to ensure policy changes are known well in advance	31-Mar-13	Mark Rimmer - Service Director, Registrars & Nationality Service
CCE7	Financial	Failure of the CCE Civic Centre Move Action Plan causes business disruption during relocation to the Civic Centre premises	Loss of income and marketing opportunities / Disruption to RNS customer contact through close of reception at Town Hall	Saskia Woolloff - Business Manager	6	5	30	A - Monitoring the Action Plan B - communication updates to DMT	1 - Monthly reviews part of DMT workplan	6	3	18		On-going monitoring of work plan	31-Mar-13	CCE DMT & Saskia Woolloff - Business Manager
CCE8							0					0				

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CCE9							0					0				
CCE10							0					0				