



Strategic Risk Register

January 2023

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1. Risk evaluation matrix

The following impact and likelihood criteria are used to evaluate and articulate the Council's Strategic Risks.

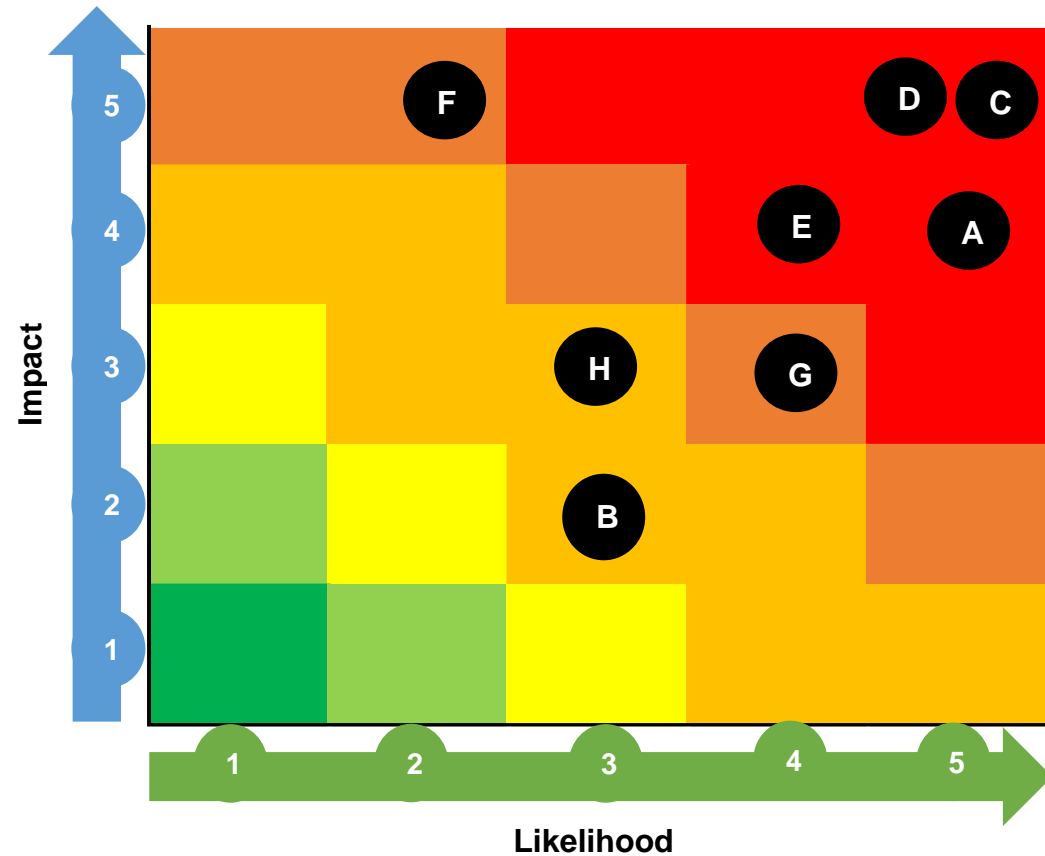
Risk Impact Matrix				
Impact	Financial	Service Delivery	Health and Wellbeing	Reputation
5	Major Financial loss (above £2m)	Major disruption to a number of critical services	Multiple deaths / serious life-changing injuries / extreme safeguarding concerns.	Long term damage – e.g. adverse national publicity.
4	Significant Financial loss (above £1m)	Major disruption to a critical service.	Multiple casualties with life changing injuries / significant safeguarding concerns.	Medium to long term damage – e.g. adverse local publicity.
3	Moderate Financial Loss (less than £1m)	Moderate disruption to a critical service	Moderate risk of injury / noticeable safeguarding risks.	Medium term damage
2	Small Financial loss (less than £500k)	Moderate disruption to an important service.	Low level injuries / safeguarding risks.	Short term damage
1	Minor financial loss (less than £100k)	Brief disruption to important service	No immediate impacts to health or wellbeing	Some damage to specific functions

Risk Likelihood Matrix		
5	Very Likely	This event is expected to occur in most circumstances.
4	Likely	There is a strong possibility this event will occur.
3	Possible	This event might occur at some point and/or there is history of occurrence of this risk at this and/or other Councils.
2	Unlikely	Not expected, but there's a slight possibility it may occur at some point.
1	Rare	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.

2. Strategic Risk Heat Map

Ref Risks

- A. Cost of living crisis
- B. Increased demand from migration and people movement
- C. Increase in Dedicated Schools Grant High Needs Block (HNB) Deficit
- D. Lack of supply of affordable accommodation
- E. Cyber Attacks
- F. Financial Resilience and Sustainability
- G. Recruitment and Retention
- H. Contract Management



3. Summary of Strategic Risks

Ref	Risk Title	CMT Sponsor	Previous Risk Score (June 2022)	Current Risk Score (January 2023)	Trend	Target Risk Score	Difference between current and target score
A.	Cost of Living Crisis	Corporate Director Resident Services	15 (I:3 x L:5)	20 (I:4 x L:5)	↑	15 (I:3 x L:5)	+5
B.	Increased Demand from Migration and People Movement	Director of Engagement Strategy and Communications	8 (I:2 x L:4)	6 (I:2 x L:3)	↓	4 (I:2 x L:2)	+2
C.	Increase in Dedicated Schools Grant High Needs Block (HNB) Deficit	Corporate Director Children and Young People	25 (I:5 x L:5)	25 (I:5 x L:5)	↔	16 (I:4 x L:4)	+9
D.	Lack of supply of affordable accommodation	Corporate Director Resident Services	10 (I:5 x L:2)	25 (I:5 x L:5)	↑	15 (I:5 x L:3)	+10
E.	Cyber Attacks	Corporate Director Finance and Resources	15 (I:5 x L:3)	16 (I:4 x L:4)	↑	12 (I:3 x L:4)	+4
F.	Financial Resilience and Sustainability	Corporate Director Finance and Resources	8 (I:4 x L:2)	10 (I:5 x L:2)	↑	5 (I:5 x L:1)	+5
G.	Recruitment and Retention	Corporate Director Governance	9 (I:3 x L:3)	12 (I:3 x L:4)	↑	6 (I:3 x L:2)	+6
H.	Contract Management	Corporate Director Governance	9 (I:3 x L:3)	9 (I:3 x L:3)	↔	6 (I:3 x L:2)	+3

4. Strategic Risks Plans – detailed information and action plans

Key: Cause, event, consequence

A. Cost of living crisis			
Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>The cost of living crisis caused by the war in Ukraine, Covid-19, Brexit and rising rates of inflation impacts on Brent residents resulting in more families and households falling into hardship, leading to increased levels of service demand on the Council and additional pressure on front-line services.</p>	<p>The cost of living crisis is already having an impact on the residents of Brent and the Council is committed to doing what it can to support those in greatest need. Service demand continues to rise with particular pressures on adults’ and children’s social care and the homelessness service.</p> <p>A report to Cabinet in June 2022 outlined the measures already in place to support residents as well as other planned actions. This work is being steered by a cross council group led by the Corporate Director for Resident Services. Existing support includes the Resident Support fund, food and fuel poverty toolkit, affordable warmth scheme, cost of living sessions for front line staff, and the financial inclusion dashboard. The Government Household Support Grant is also being used to support residents and a warm spaces scheme has been established.</p> <p>In addition, an outcome based review was launched in June 2022. The discovery phase of the review culminated in a visioning event on 29 September 2022 which was attended by over 100 Councillors, council officers, partners and VCS groups. The session identified three new initiatives which will be prototyped from late 2022 as part of the next phase of the OBR:</p> <ul style="list-style-type: none">• A Community Shop providing discounted food items, as well as a space for people to access advice and activities• A programme to upskill frontline staff with training to ensure more early intervention takes place and to increase capacity for specialist money, debt and benefits advice• A crisis response fund empowering the VCS sector to support residents in urgent need	<p>Previous: I: 3 L: 5 T: 15</p> <p>Current: I: 4 L: 5 T: 20</p> <p>Target: I: 3 L: 5 T: 15</p>	<ul style="list-style-type: none">➤ The Brent Resident Support Fund (RSF) has been in place since August 2020. Up to £7.8m is available via the RSF in 2022-23.➤ A cross council steering group, chaired by the Corporate Director for Resident Services, is in place to oversee the Council’s response with a wide range of support measures already in place.➤ A Financial Inclusion Dashboard is in place which draws together data from across various datasets, including council tax support and benefits. This is used to identify residents who may need targeted supports (i.e. in arrears). It also provides a strategic oversight for senior management.
Action Plan		CMT Sponsor: Corporate Director Resident Services	
<ol style="list-style-type: none">1. To prototype a community shop and kitchen during the winter period and use learning from this to develop longer term approaches.2. To prototype and then roll out a process to enable VCS organisations to support residents in urgent need access to support.3. To prototype a training programme for frontline council and partner organisation staff to enable them to better spot signs of hardship and to refer to appropriate support. Alongside this, to increase the capacity for specialist money and debt advice and support in Brent.4. To roll out a warm spaces scheme in Council buildings and other locations over the winter.5. To continue to enhance the FI Dashboard by adding additional data sets and using this to get a better understanding of the impact of the crisis in Brent and to target residents in need of support.			

B. Increased demand from migration and people movement

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>There is a risk that a sustained increase in migration and movement of people could result in increased demand on the Council's critical front-line services (including housing, education and looked after children), which may result in service deterioration, financial pressures and also impact on the wider cohesion of the community.</p>	<p>The Council continues to experience increased service demands and pressures due to the increased levels of migration and movement of people.</p> <p>Ukraine: The Government has announced that Ukrainian Nationals can come to the UK if they have an immediate family member who is living here with leave to remain. The Government is currently processing almost 300,000 VISA applications from Ukrainians. Most of these are likely to be women and children. As of 1 March 2022, as well as immediate family members, British nationals and people of any nationality settled in the UK are being supported to bring Ukrainians with no ties under a Community Sponsorship Scheme to the UK. Normal requirements for salary or language tests will be waived. The sponsor will provide housing and integration support. The Voluntary and Community Sector (VCS) in Brent is strong, with many faith groups actively supporting communities. The new sponsorship scheme brings an independent ability for the VCS and Faith sector to increase the Ukrainian population. There is also the potential for pan London organisations to sponsor families and impact on us locally. The Government has announced a support package to support Ukrainians who are here under the sponsorship scheme, but there is no extra funding for those here under the family scheme. 375 Ukrainians have come to Brent under the Sponsorship scheme, although some have returned to Ukraine, or moved on to accommodation outside the borough. The sponsor signs up to the provide a home for their Ukrainian guests for six months (but can provide the home for longer). The first agreements are coming to an end resulting in Ukrainians requiring housing. The large number of immediate arrivals, means there is a higher likelihood for safeguarding risks.</p> <p>Asylum Seekers: Brent has an existing population of around 600 asylum seekers in three hotels in Wembley. To date, CYP is able to accommodate the required places in our schools. Some of those individuals have presented themselves as Unaccompanied Asylum Seeking Children (UASC). The Council has dealt with over 70 cases and legal currently has 52 live files regarding requests for interim support and accommodation under section 20 Children Act 1989.</p> <p>Afghans Relocation and Assistance Policy (ARAP): The British Government put two schemes in place: The Afghans Relocation and Assistance Policy (ARAP) for those who worked with the British in Afghanistan (and their families) and the Afghan Citizens' Resettlement Scheme for those at risk in Afghanistan. Due to the Afghan community already settled in West London, boroughs in this area are more likely to receive more homeless applications. This puts a disproportionate pressure on Brent and other Local Authorities in this area</p>	<p>Previous: I: 2 L: 4 T: 8</p> <p>Current: I: 2 L: 3 T: 6</p> <p>Target: I: 2 L: 2 T: 4</p>	<p>➤ A multi-agency migration coordination working group has been set-up, including strategy, housing, public health, community protection, looked after children and legal services, as well as Brent NHS NWL and the Met. police. The Council's website has also been updated with a page to provide information regarding the situation in Ukraine. Meetings have also been called with the multi-faith forum and the voluntary sector.</p> <p>➤ A team has been recruited to support the Ukrainians here under the Homes for Ukraine scheme, and is currently being expanded, funded by the scheme.</p>
Action Plan		CMT Sponsor: Director of Engagement Strategy and Communications	
<p>1. Housing Officers recruitment is underway and funded by the scheme. Recruitment is also underway for focused safeguarding officers. Once the recruitment is completed, the pressure on the service should decrease.</p>			

C. Increase in Dedicated Schools Grant High Needs Block (HNB) Deficit

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>There is a risk that current deficit will continue to rise due to an increase in the number of children needing Education and Health Care Plans (EHCP). This could have an adverse impact on the ability to meet the needs of pupils who require special educational support and the Council's legal obligation to meet the educational needs of children in the borough. There is also likely to be an adverse impact on the ability to meet the DfE's requirement to produce a balanced DSG budget.</p>	<p>At the end of the financial year 2021/22 the overall DSG deficit due to pressures in the High Needs Block was £15.1m. As a result, cost avoidance is required over the next 5 years. A Management Plan has been put in place, which assumes a slowdown in the growth of EHCPs from 16% to 7% by 2025-26 and assumes that the HNB funding will increase by 13% in 2022/23, 5% in 2023/24 and 3% over the next few years.</p> <p>The forecast for the actions in the management plan, which have been quantified, will realise mitigating actions and cost avoidance from £2.2m in 2021-22 to £4.5m by 2025-26. However, although the pressure is forecast to slow down, the reduction in the HNB funding in future years would have an impact on the reduction against the cumulative deficit if demand for EHCPs continue to grow.</p> <p>The Department for Education has invited the Council to participate in the Delivering Better Value in SEND support programme. The programme will provide dedicated support and funding to help 55 local authorities with substantial, but less severe, deficit issues to reform their high needs systems. The DBV is a 3-year transformation programme, which will include conducting a comprehensive diagnostic process to identify the underlying cost drivers of the high needs system and potential reforms to manage/mitigate these cost drivers more effectively. The programme commenced in the autumn of 2022.</p> <p>There is limited opportunity to recover the historical deficit. This is due to the insufficient resources allocated to implement the Children and Family Act legislation in 2015. However, this is a national issue.</p> <p>Tighter financial management controls are ensuring there is full cost recovery from other local authorities that place pupils in Brent special schools including administration and other specific costs. A 5% charge applied on the top-up element for all placing authorities is now effective from September 2021, in recognition of the additional services put into place by Brent.</p> <p>The department continues to progress against the themes of the Management Plan, which are Managing Demand, Improving Sufficiency of Places and Financial Management.</p>	<p>Previous: I: 5 L: 5 T: 25</p> <p>Current: I: 5 L: 5 T: 25</p> <p>Target: I: 4 L: 4 T: 16</p>	<ul style="list-style-type: none">➤ Bi-Monthly task group led by Corporate Directors of CYP and Finance the DSG management plan is realising some traction. The in- year deficit has been halved in 2022/23 despite additional cost burdens for special school staffing and pensions being funded through the HNB.➤ A tighter oversight of the criteria of EHCP assessments and plans will support demand management.➤ Brent's participation in the Delivering Better Value (DBV) programme. DBV analysis has demonstrated the impact of management controls – placement moves and number of EHCP – over the last 12 months. This will continue to be monitored as the DBV programme progresses.
Action Plan		CMT Sponsor: Corporate Director Children and Young People	
<p>. To reduce costs to set an in year balanced budget and then start to recover the cumulative deficit through:</p> <ol style="list-style-type: none">1. The introduction of the SEN Support service with the expectation to manage demand, as part of the Graduated Response Programme; improved quality EHCP assessment; and person centred planning and SMART annual reviews. Therefore, young people will be provided with earlier support, thereby reducing the need for			

an EHCP to trigger additional support. £0.5m has been approved by the Schools Forum for SEN Support and the pilot commenced in September 2021. Impact analysis will be undertaken over AY 2022/23.

2. Looking to establish more SEND provision in the borough as part of the School Place Planning Strategy Refresh, including developing new Additionally Resourced Provisions in the academic years 2022/2023- 2024/25. This will reduce the need for young people to be placed in schools in other boroughs.
3. Continued tighter financial management controls.
4. Continued central government lobbying.
5. As part of the DBV programme the council will receive a £1m non-recurrent grant to pump prime a change programme in Brent. The proposal will have to demonstrate a return on investment, be evidenced based and partnership wide. The proposal will be overseen by the Corporate Director of Children and Young People and Corporate Director of Resources. The submission will be made in February 2023 for implementation across 2023/24 and 2024/25 financial years.

D. Lack of supply of affordable accommodation

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>There is a risk that as a result of the limited supply of affordable accommodation, in the PRS, settled Temporary Accommodation (TA) and Social Housing, progress made towards increasing the sufficient supply of accommodation to meet the demand from homeless households could be reversed. This could lead to greater reliance on emergency temporary accommodation, which would have impacts on the wellbeing and quality of life for residents, and also provide an additional burden on the general fund.</p>	<p>In 2012, Brent had 3,176 homeless households living in TA, which was the largest number in the country. By 2018, this number had reduced to 2,450 and it now stands at 1,705. With progress being made on the New Council Homes programme, we believe we will meet the need for 1-3 bedroom properties. The picture is more limited for families in need of a 4+ bed accommodation, where will believe a significant shortfall will remain. The recent economic downturn related to the Covid pandemic and the cost of living crisis has resulted in many households facing the risk of homeless. Some of these households are affected by the Overall Benefit Cap, which makes finding alternative private rented accommodation in the borough extra difficult. This means that the families are unable to afford Private Rented Accommodation (at the LHA rate) or settled temporary accommodation, in TA leasing schemes. To make matters worse, landlords who were renting out their properties in the private market, are now exiting the market, making it increasingly difficult to procure private rented properties for households in need.</p> <p>The greatest control we can exert on the model is building new Council-owned supply, and encouraging RSLs to build what we need. We can also exert control through social housing re-lets/voids, private rented sector offers, and new build social housing. The Team is also working with the affected families to support them to secure work, and so be exempt from the benefit cap, as well as identifying households who are accruing debt, in order to proactively make contact and offer assistance at an earlier stage, to prevent homelessness.</p> <p>The New Council Home Programme is however being placed under pressure financially due to significant changes in the market (both inflation and cost rises). This has not been helped by the government changing its policy on funding replacement homes in estate regeneration schemes and remaining inflexible regarding the use of right to buy receipts. As a result, the Council is having to consider cross subsidising schemes by converting some homes to shared ownership. This would reduce the number of homes available for homeless households. We are also seeking to purchase large scale s.106 schemes, which provides an opportunity to increase our housing stock, at a lower purchase price. This includes being the preferred social housing partner for all South Kilburn schemes. The Housing Needs Service is working with Notting Hill Genesis HA, who supply TA through the HAL scheme, to procure more property in the North of Brent, where LHA rates are lower, as well as a new initiative to procure properties to use for the prevention of homelessness as opposed to TA.</p>	<p>Previous: I: 5 L: 2 T: 10</p> <p>Current: I: 5 L: 5 T: 25</p> <p>Target: I: 5 L: 3 T: 15</p>	<ul style="list-style-type: none">➤ A Housing Needs group, chaired by the Head of Housing Needs, is in place to monitor the Council's use of emergency accommodation➤ Homelessness services focused on prevention to decrease demand➤ Brent is a founder member of Capital Letters to increase supply of affordable PRS accommodation.➤ I4B created to increase supply of affordable PRS accommodation.➤ 2 purpose built emergency accommodation schemes delivered, with a third due to be delivered in 2024.
Action Plan		CMT Sponsor: Corporate Director Resident Services	
<ul style="list-style-type: none">1. To continue delivering the New Council Homes Programme at pace, with a focus on large family homes.2. To continue to look at additional purchases of street properties that meet specific needs.3. To ensure completion of a new temporary accommodation scheme that would provide an additional 100 units of temporary accommodation.4. To continue to work with Private Sector landlords to procure affordable accommodation.			

E. Cyber Attacks

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>There is a heightened threat of Cyber-attacks, if they were successful this would potentially impact all services, to the extent that they would be unable to provide a service in the first instance, data may be published online and ICO significant fines result, this would have significant reputational damage to the Council.</p>	<p>Several Councils have been subject to Cyber-attacks. The Cabinet Office are advising that there is a heightened security risk level at the current time, including as a result of the war in Ukraine. The protections in place for the Council, to prevent an intrusion are considered high however, recent experience has been attacks on backups.</p> <p>STS and Brent have Cyber Strategies in place implementing has been progressing. This has included investment in improving cyber security via new backup systems, Microsoft E5 licenses and a move to M365. Brent has implemented additional controls around the backup process, including taking and storing offline backups for added security and the implementation of immutable, air-gapped backups.</p> <p>However, the level and type of threat continues to evolve and our focus is now on perimeter monitoring and protection. Learning from a recent attempt to inject the Brent Website with malicious code, and from a recent exercise with the London Office for Technology and Innovation and Jumpsec, has been used to develop new plans to mitigate against future attacks and enable us to better manage incidents when they do arise.</p> <p>Brent continues to benchmark its approach and to learn from the experiences of others. A recent Cyber 360 review by the LGA included positive feedback about the cyber security culture and governance within the council.</p>	<p>Previous: I: 5 L: 3 T: 15</p> <p>Current: I: 4 L: 4 T: 16</p> <p>Target: I: 3 L: 4 T: 12</p>	<ul style="list-style-type: none">➤ Security Logging and Endpoint Management implementation.➤ Procurement of a Security Operations Centre service.➤ Just-in-time administration for administrative accounts.➤ Enhanced awareness and training across specialist IT and all Brent users.➤ Continuous development of Cyber Playbooks.
Action Plan		CMT Sponsor: Corporate Director Finance and Resources	
<ol style="list-style-type: none">1. We are engaging with 3rd parties to implement the Microsoft Defender suite (enabled in part by the recent investment in M365 E5 licenses) and security logging and event management through Sentinel centralised alerting platform.2. Developing our requirements in order to procure a Security Operations Centre service from an external expert supplier to monitor cyber events across our on-premise, cloud & 3rd party environment.3. Enhanced training for IT staff within the Shared Service and Brent applications team on cyber, security and technology.			

F. Financial Resilience and Sustainability

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>The budget setting process may not account for emerging unknowns and/or there may be delays in delivering planned savings, which may impact on the Council's overall financial resilience and sustainability. This may result in the Council not having sufficient resources to fund all of its priorities, or needing to find further savings to meet budget gaps.</p>	<p>Since 2010, Brent has delivered total cumulative savings of £196m. In the last two years, 2021/22 and 2022/23, the Council has saved £11.2m. In November 2022, the Director of Finance presented the draft budget for 2023/24 to Cabinet. The report outlined the Council's overall financial position and highlighted significant risks, issues and uncertainties with regards to the Council's Medium Term Financial Strategy (MTFS) arising from high levels of inflation, economic turmoil resulting from war in Ukraine, the Government's short-term funding settlements, delays in funding reforms, the effects of the cost of living crisis and the impact of Brexit.</p> <p>Given the high-level of uncertainty over the economic environment and the funding of local government, the Council has decided to restrict its budget proposals to a single year, for 2023/24 only, rather than the two-year programme that was customary practice. Once the funding position is clearer, the Council intends to return to setting its budget on the basis of a two-year programme aligned to the Borough Plan.</p> <p>The report identified the budget gap between 2023/24 and 2024/25 at £28m based on current budget assumptions and scenario modelling. This is profiled at £18m for 2023/24 and £10m for 2024/25.</p> <p>As part of the report a new package of savings, totalling £18m, was presented in order the balance the budget for 2023/24. The delivery of these savings is the cornerstone of the Council's MTFS in order to demonstrate it is able to operate in a financially sustainable and resilient way.</p> <p>The Council monitors the delivery of planned savings, and mitigating actions where relevant, on a quarterly basis and these are reported to CMT and Cabinet. The significance of the financial risks cannot be underestimated and measures are being taken to ensure that the Council continues to operate in a financially sustainable and resilient way.</p>	<p>Previous: I: 4 L: 2 T: 8</p> <p>Current: I: 5 L: 2 T: 10</p> <p>Target: I: 5 L: 1 T: 5</p>	<ul style="list-style-type: none">➤ Each department monitors the delivery of planned savings, and mitigating actions where relevant, at its DMT.➤ A Savings Tracker is reported to CMT and Cabinet.➤ Savings proposals are subject to challenge and review prior to inclusion in the budget.➤ Review of fees and charges and challenge of income assumptions. Workshops to review growth and savings proposals for realism and deliverability➤ Regular update reports to members on the economic environment and national and local challenges facing the Council.
Action Plan		CMT Sponsor: Corporate Director Finance and Resources	
1. To continue the ongoing robust budget monitoring regime and framework.			

G. Recruitment and Retention

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
Failure to recruit and retain sufficient permanent staff to a significant number of posts, including senior managers, leaves services without sufficient and/or sufficiently qualified staff leading to services being impaired and an overreliance on agency/interim staff.	<p>Action continues to be taken to identify 'hard to fill' posts and put in place strategies to address recruitment shortcomings (e.g. Social Workers - Overseas recruitment and new service provided by our managed service provider for agency staff in relation to permanent roles).</p> <p>Ongoing review and implementation of improvements to the recruitment and selection process to improve applicant and candidate experience and reduce the time to fill e.g. changing the requirement for all applicants to undergo a pre-health screening assessment to a risk- based approach.</p> <p>Recruiting also continues via the managed service provider and external recruitment agencies for specialist/hard to recruit to roles.</p>	<p>Previous: I: 3 L: 3 T: 9</p> <p>Current: I: 3 L: 4 T: 12</p> <p>Target: I: 3 L: 2 T: 6</p>	<ul style="list-style-type: none">➤ A range of potential incentives have been implemented, including financial supplements that can be applied to 'hard to fill' posts and the Key Worker housing scheme.➤ A number of new 'grow your own' incentives in Learning and Development have also been implemented, including coaching and mentoring programmes, leadership and development programmes, and expanding the upskilling of apprenticeships.➤ Operationally, the new Oracle recruitment system is now in place which makes it easier for Managers to use, but also provides a better and more user-friendly experience for applicants.➤ A new arrangement has been agreed with LinkedIn to promote Council adverts and vacancies.➤ We have managed service provision for the supply of agency staff to mitigate the risks to services of vacancies while controlling cost and arrangements for approval of off contract spend
Action Plan		CMT Sponsor: Corporate Director Governance	
<ol style="list-style-type: none">1. Carry out further review of effectiveness of LinkedIn in attracting suitable applicants and as a tool to engage with passive jobs.2. Build on success in recruitment in Children's services by adopting the approach of using multiple channels to source applicants (e.g. traditional advertising, temporary to permanent conversion and use of employment agencies through Comensura).3. Carry out further international recruitment campaign for children's services and consider similar for other areas, as appropriate.4. Review controls in respect of agency staff pay rates.			

H. Contract Management

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Existing Controls:
<p>There is a risk that due to operational, commercial, environmental or relationship issues, an important, high profile front line service may start to fail causing reputational problems for the council.</p>	<p>The contract management framework has been reviewed, revamped and updated.</p> <p>A New Risk Assessment Tool has also been developed.</p> <p>Internal Audit have reviewed the Contract Management tools and operational performance and provided some recommendations. A paper was taken to CMT to review and agree next steps in December 2022.</p> <p>A Gateway 4 process has been agreed to work with the Directorates to review our commissioning intentions to determine if there are any opportunities through decommissioning, economies of scale or bottom line savings that can be delivered to support council objectives for contracts that require re-procuring for contracts up to Mar 24.</p> <p>There is now a finalised contract register that will be reviewed and updated as new contracts are added.</p> <p>Each Directorate has been provided their extract to review and provide feedback on the accuracy of the detail kept.</p> <p>Reconciliation of the Contracts register and Online register has been undertaken to ensure all the contracts published online are on the Contracts register.</p> <p>Segmentation of contracts has been undertaken from April 1 2022.</p>	<p>Previous:</p> <p>I: 3</p> <p>L: 3</p> <p>T: 9</p> <p>Current:</p> <p>I: 3</p> <p>L: 3</p> <p>T: 9</p> <p>Target:</p> <p>I: 3</p> <p>L: 2</p> <p>T: 6</p>	<p>➤ A contract review template was created and signed off for 'Gateway 3'. This is conducted at the mid-term period of a contract valued above £2m and assesses if suppliers are adhering to the performance KPIs / outcomes set out in the contract and if we should be looking to invoke the extension clauses when they come up.</p> <p>➤ All contracts that require a Gateway 3 will need to be presented at the Commissioning and Procurement Board for comments and agreement.</p> <p>➤ All contracts that require a Gateway 4 will need to be presented at the Commissioning and Procurement Board for comments and agreement.</p> <p>➤ Each Directorate will be sent their extract of the Contracts Register for review and feedback on a quarterly basis for feedback and sign off. This will support the requirement to ensure that all information is being kept relatively up to date.</p>
Action Plan		CMT Sponsor: Corporate Director Governance	
<p>1. Additional work on supplier spend above £500k is to be conducted to reconcile against the Contract register to identify if:</p> <ul style="list-style-type: none">There is a current compliant contract and if not on the register, locate and add to the register.If there is no contract to undertake a procurement process to ensure we are delivering services in a compliant manner. <p>2. Implement actions agreed from the Contract Management Paper taken to CMT in December 2022.</p>			