

Strategic Risk Update

March 2024



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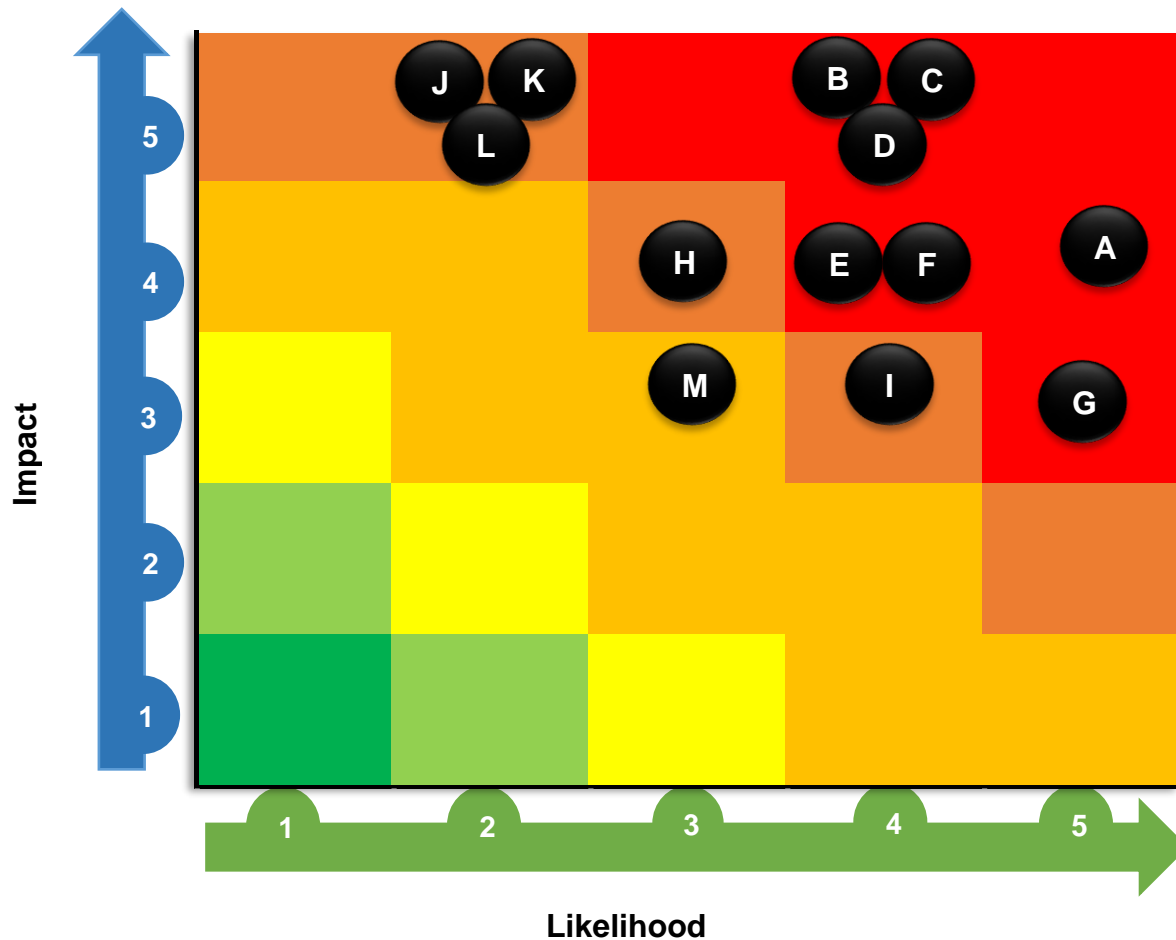
1. Risk evaluation matrix

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




- A. Cost of Living Crisis
- B. Increase in Dedicated Schools Grant High Needs Block (HNB) Deficit
- C. Lack of supply of affordable accommodation
- D. Increase in the use of emergency Temporary Accommodation
- E. Cyber Attacks
- F. Climate Emergency (Adapting to climate risks)
- G. Climate Emergency (Reaching carbon neutrality)
- H. Serious child protection incident or wider safeguarding concern
- I. Recruitment and Retention
- J. Safeguarding Incident - Adults
- K. Non-Compliance with Statutory Housing Duties
- L. Financial Resilience and Sustainability
- M. Contract Management

3. Strategic Risk Dashboard

Ref	Risk Title	CMT Sponsor	Previous Risk Score (September 2023)	Current Risk Score (February 2024)	Trend	Target Risk Score	Difference between current and target score
A.	Cost of Living Crisis	Corporate Director Resident Services	20 (I:4 x L:5)	20 (I:4 x L:5)	↔	15 (I:3 x L:5)	+5
B.	Increase in Dedicated Schools Grant High Needs Block (HNB) Deficit	Corporate Director Children and Young People	20 (I:5 x L:4)	20 (I:5 x L:4)	↔	16 (I:4 x L:4)	+4
C.	Lack of supply of affordable accommodation	Corporate Director Resident Services	20 (I:5 x L:4)	20 (I:5 x L:4)	↔	10 (I:5 x L:2)	+10
D.	Increase in the use of emergency Temporary Accommodation	Corporate Director Resident Services	20 (I:5 x L:4)	20 (I:5 x L:4)	↔	10 (I:5 x L:2)	+10
E.	Cyber Attacks	Corporate Director Finance and Resources	16 (I:4 x L:4)	16 (I:4 x L:4)	↔	12 (I:3 x L:4)	+4
F.	Climate Emergency (Adapting to climate risks)	Corporate Director Resident Services	<i>n/a – new strategic risk</i>	16 (I:4 x L:4)	<i>n/a – new strategic risk</i>	16 (I:4 x L:4)	=
G.	Climate Emergency (Reaching carbon neutrality)	Corporate Director Resident Services	<i>n/a – new strategic risk</i>	15 (I:3 x L:5)	<i>n/a – new strategic risk</i>	15 (I:3 x L:5)	=
H.	Serious child protection incident or wider safeguarding concern	Corporate Director Children and Young People	12 (I:4 x L:3)	12 (I:4 x L:3)	↔	12 (I:4 x L:3)	=
I.	Recruitment and Retention	Corporate Director Governance	12 (I:3 x L:4)	12 (I:3 x L:4)	↔	6 (I:3 x L:2)	+6
J.	Safeguarding Incident - Adults	Corporate Director Adult Social Care and Public Health	10 (I:5 x L:2)	10 (I:5 x L:2)	↔	10 (I:5 x L:2)	=
K.	Non-Compliance with Statutory Housing Duties	Corporate Director Resident Services	15 (I:5 x L:3)	10 (I:5 x L:2)	↓	5 (I:5 x L:1)	+5
L.	Financial Resilience and Sustainability	Corporate Director Finance and Resources	10 (I:5 x L:2)	10 (I:5 x L:2)	↔	10 (I:5 x L:2)	=
M.	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


A. Cost of living crisis			
Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>The cost of living crisis caused by the war in Ukraine, Covid-19, Brexit and high 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 has continued to have an impact on the residents of Brent and the Council is committed to doing what it can to support those in greatest need. Although inflation has begun to increase fall, there has been a continued increase in the cost of food and fuel and high interest rates are also having an impact. The impact on Brent, with its higher than average unemployment levels and lower wages for those in employment, is particularly severe.</p> <p>Service demand continues to rise with particular pressures on adults' and children's social care. Pressure on the homelessness service has also increased considerably, with an 11% increase in homelessness approaches in 2023 (6,839 approaches) compared to 2022 (6,164 approaches).</p> <p>The support services we have in place, including food and fuel support and the Resident Support Fund (RSF) are continuing to be well used. The RSF has supported 2,773 households with the cost of living in the period from August 2023 to December 2023 with a total spend of £2m. Support can be provided for household bills, arrears in rent, mortgage, Council Tax, food, fuel, digital equipment and emergency funds. The Government's Household Support Fund has been used to provide support with the cost of food and fuel. During 2023-24 £5,562,445 in HSF funding has been provided by the Government. £2m of this has been used for RSF with the other funds allocated to provide free school meals during school holidays as well as to support other vulnerable groups directly and via VCS partners.</p> <p>Demand for support from Brent Hubs continues to be high, most common needs which residents present with at the Hubs are food and fuel support (25%), housing costs (18%), homelessness (11%), form filling – such as RSF applications (16%), debt and money (7%), welfare benefits (7%), and other, for example, employment, general support, immigration etc (16%). VCS services are also seeing high demand.</p> <p>A number of interventions have been being tested as part of the Cost of Living outcome based review work. Evaluation has been presented to PCG and has fed into development of a new approach to resident support which will move from a focus on crisis support (based on Government grant funding) to a model which provides residents with the tools and support to improve their situation in the</p>	<p>Current: I: 4 L: 5 T: 20</p> <p></p> <p>Previous: I: 4 L: 5 T: 20</p> <p>Target: I: 3 L: 5 T: 15</p>	<ul style="list-style-type: none"> ➤ The Brent RSF has been in place since August 2020. Up to £3m is available via the RSF in 2023-24 along with approx. £5.6m from the Government Housing Support and Family Food funds. Other support has been provided via government grants and the Council Tax Support scheme. However, no HSF has been announced for 24/25 and the Council's allocation for RSF is £1m. A new model has been developed moving from crisis support to longer term, more sustainable solutions and is coming to Cabinet in February 2024 (see Action 1 below). ➤ 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 range of support has been put in place including a food and fuel poverty toolkit, the Brent Well and Warm scheme and warm spaces. ➤ As part of the Cost of Living Outcome Based review, a number of interventions have been being tested including a community shop and kitchen based support scheme, a crisis response fund, and additional debt and immigration advice provision. This work has been evaluated and fed into the development of a new approach to Resident Support (see action 1 below) ➤ A Financial Inclusion Dashboard has been developed which draws together data from

	longer term. This model will come to Cabinet in February 2024 for agreement and be rolled out from 1 April.		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.
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Action Plan	CMT Sponsor: Corporate Director Resident Services
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1. To agree a future model for Resident Support, based on evaluation from prototyping activity, which will move from a focus on crisis support (based on Government grant funding) to a model which provides residents with the tools and support to improve their situation in the longer term (February 2024).
2. To implement the new approach (from April 2024).
3. To continue to enhance the FI Dashboard by adding additional data sets and using this (as well as using data from the 2021 Census) to get a better understanding of the impact of the crisis in Brent and to target residents in need of support (by March 2024).

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


Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<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>The DSG has carried a deficit balance since 2019/20 and the cumulative balance carried forward from 2022/23 was £13.8m. With the current in year forecast deficit of £0.8m, this will increase the overall deficit to £14.6m. The monitoring of the DSG is reported on a quarterly basis via the finance forecast reports taken to Cabinet and Schools' Forum. As at Quarter 3 of 2023/24, the forecast cost avoided against the management plan to address the deficit equates to c£2m. In addition, to mitigate the pressures against the High Needs Block of the DSG, a 0.5% transfer from the Schools Block i.e., £1.3m was agreed by the Schools' Forum and transferred to the HNB. The actions in the Management Plan and the 0.5% block transfer has reduced the HNB in-year deficit from a potential £4m deficit to the current deficit position of £0.8m.</p> <p>The range of actions in the Management Plan includes tighter financial management controls to ensure full cost recovery from other local authorities that place pupils in Brent special schools, reducing demand for EHCPs and building more local capacity to reduce the need for children to be educated out of borough. However, cost avoidance continues to be required over the next 5 years, despite an increase of 10% of HNB funding in 2023/24. The LA's modelling includes a forecast assumption of an increase of 8% in HNB funding in 2024/25 and 3% thereafter.</p> <p>The current Management Plan assumes a slowdown in the growth of EHCPs from 16% to 7% in response to a range of targeted actions as described above. The forecast for the mitigating actions and cost avoidance actions in the Management Plan, which have been quantified, will realise a reduction in spend of circa £8m by 2025-26. However, a reduction in the HNB funding in future years would have an impact on the reduction against the cumulative deficit if demand for EHCPs continues to grow.</p> <p>The Council is participating in the Department for Education Delivering Better Value in SEND support programme (DBV), that commenced in autumn 2022. The DBV is a 3 year transformation programme aimed at supporting 55 local authorities with substantial deficit issues to reform their high needs systems. A comprehensive diagnostic process has been undertaken to identify the underlying cost drivers of the high needs system and potential reforms to manage/mitigate these cost drivers more effectively. The DfE has provided Brent with £1m grant funding to pilot and implement system changes aimed at realising efficiencies. An updated management plan will be submitted to the DfE in January 2024 and will be monitored by DfE/CIPFA.</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. The regulations that are in place to carry forward a deficit balance against the DSG were due to end in 2022/23. However, this statutory override has been extended for another three years until 2025/26.</p>	<p>Current: I: 5 L: 4 T: 20</p> <p></p> <p>Previous: I: 5 L: 4 T: 20</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. There was no in-year deficit in 2022/23 despite additional cost burdens for special school staffing and pensions being funded through the HNB. ➤ Delivery of the Management Plan to address cost pressures. ➤ 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**


To reduce costs with the intention to achieve in year balanced budgets and then to start to recover the cumulative deficit through:

1. 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 2023/2024- 2024/25. This will reduce the need for young people to be placed in schools in other boroughs and in high cost non-maintained independent special schools.
2. As part of the DBV programme the council has been awarded £1m non-recurrent grant to pump prime a change programme in Brent over the 2023/24 and 2024/25 financial years. The programme of activity includes piloting an early targeted intervention programme for children under 7; a new quality assurance team; a review of banding costs and new commissioning approaches. The programme is overseen by the Corporate Director of Children and Young People and Corporate Director of Resources.
3. 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.
4. Continued tighter financial management controls.
5. Continued central government lobbying.

C. Lack of supply of affordable accommodation


Risk Summary	Risk update (recent developments, progress, and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk that because of the limited supply of affordable accommodation, in the PRS, settled Temporary Accommodation (TA) and Social Housing, there is insufficient supply of accommodation to meet the demand from homeless households and meet statutory duties. This has led to greater reliance on emergency temporary accommodation, which is having an impact on the wellbeing and quality of life for residents and is also an additional burden on the general fund.</p>	<p>The Housing Needs Service has seen a 122% increase in demand from families and single people who are either threatened with homelessness, or homeless from 2021/22 (2,936 applications) to 2022/23 (6,529 applications). Whilst the COVID – 19 pandemic, associated lockdowns and the ban on Private Rented Sector (PRS) evictions may have been a factor in this growth, demand for homelessness services continues to remain high. There have been 4,907 approaches in the first 3 quarters of 23/24. If demand continues at the same rate, the service will receive a total of 6,543 applications in 2023/24, an average of 125 applications every week. This is comparable to the 22/23 demand which suggests that demand has plateaued.</p> <p>This high demand is being driven by affordability issues and rising rents. The fact that Local Housing Allowance (LHA) rates have been frozen since April 2020, has significantly reduced the number of properties affordable in London under LHA. However, the Government has announced that the LHA rate will be increased from April 2024 to cover the cheapest third (30th percentile) of local market rents. The use of PRS properties are essential to help meet demand from homeless households, and this increase in LHA rates may increase the supply of affordable properties in the PRS.</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, and private rented sector offers. The Housing Needs Team also support households to secure work, and to improve their economic circumstances as well as help at an earlier stage, to prevent homelessness. However, this is becoming increasingly more difficult due high demand and the lack of supply of affordable accommodation. The New Council Home Programme is under pressure financially due to significant changes in the market (both inflation and cost rises). As a result, the Council is having to consider cross subsidising schemes by converting some homes to shared ownership, reducing the number of homes available for homeless households.</p>	<p>Current: I: 5 L: 4 T: 20</p> <p></p> <p><i>Previous:</i> I: 5 L: 4 T: 20</p> <p>Target: I: 5 L: 2 T: 10</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. ➤ Continued membership of Capital Letters to access a new acquisition scheme through Home Safe Housing (HSH). ➤ PRS accommodation. ➤ I4B created to increase supply of affordable PRS accommodation. ➤ Two purpose built emergency TA schemes delivered, with a third due to be delivered in 2025.
Action Plan		CMT Sponsor: Corporate Director Resident Services	
<ol style="list-style-type: none"> 1. To continue delivering the New Council Homes Programme to increase supply of affordable homes. 2. To continue to acquire street properties through i4B. 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 property owners to procure affordable accommodation. 5. Continued emphasis on the prevention of homelessness and promote the Find Your Home scheme to encourage households who are threatened with homelessness to source their own PRS accommodation. 6. To bring empty properties on the South Kilburn Regeneration scheme back into use as TA. 7. To continue membership of Capital Letters to access affordable PRS accommodation through the Home Safe Housing (HSH) scheme. 			

D. Increase in the use of emergency Temporary Accommodation

Risk Summary	Risk update (recent developments, progress, and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk that because of increased demand from homeless households coupled with a lack of supply of affordable accommodation, there is an increased use of emergency Temporary Accommodation (TA). This greater reliance on nightly paid emergency temporary accommodation is leading to increased pressure on the Council's financial position via a projected revenue overspend and a subsidy loss.</p>	<p>Once the Council accepts that a household is Eligible, Homeless, and in Priority Need, as defined by legislation, there is an immediate statutory duty to secure suitable interim accommodation, pending further enquiries into the application. All families, with dependent children are automatically in Priority Need, and therefore trigger the duty to secure suitable interim accommodation. Other people must prove they are 'vulnerable,' which means they would be at much greater risk of harm than most people if they become homeless. Therefore, single people who meet this vulnerability test trigger the duty to secure suitable interim accommodation.</p> <p>Once enquiries are complete and the main homelessness duty is accepted, the household is usually moved on into either a Private Rented Sector (PRS) property to end their homelessness, or into settled TA (leased from private owners). However, there has been a severe contraction of affordable PRS properties that are available, which coupled with increased demand from homeless households, has led to a silting up of emergency TA.</p> <p>As these issues are London wide, the availability of B&B and Annexe accommodation is severely restricted across the Capital, with many Councils being forced to book rooms in commercial hotels such as the Travelodge, to meet statutory duties. This lack of availability of accommodation has resulted in the service using an accommodation provider in High Wycombe, at higher rates than we would normally pay. This is leading to a projected overspend of £5.5m, as well as projected subsidy loss of £8.9m.</p> <p>Another important consequence is that non-self-contained accommodation is not deemed as suitable accommodation, for the purpose of the Homelessness (Suitability of Accommodation) (England) Order 2003, for a homeless applicant who is pregnant or has children in his / her household for a period longer than 6 weeks.</p> <p>The Council is currently in breach of this Suitability of Accommodation Order, with over 70 families currently in B&B accommodation for over 6 weeks</p>	<p>Current: I: 5 L: 4 T: 20</p> <p></p> <p><i>Previous:</i> I: 5 L: 4 T: 20</p> <p>Target: I: 5 L: 2 T: 10</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. ➤ Continued membership of Capital Letters to access a new PRS acquisition scheme through Home Safe Housing (HSH). ➤ I4B created to increase supply of affordable PRS accommodation. ➤ 2 purpose built emergency TA schemes delivered, with a third due to be delivered in 2025. ➤ The cohort of families in B&B over 6 weeks is closely monitored at a bi-weekly meeting on the use of emergency TA, where officers ensure that any self-contained rooms that become available, are allocated to these families. ➤ To decant homeless households out of the most expensive TA in High Wycombe. To date 44 households have been successfully moved on.
Action Plan		CMT Sponsor: Corporate Director Resident Services	
<ol style="list-style-type: none"> 1. To continue delivering the New Council Homes Programme to increase supply of affordable homes. 2. To continue to acquire street properties through i4B. 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 property owners to procure affordable accommodation. 			

5. Continued emphasis on the prevention of homelessness and promote the Find Your Home scheme to encourage households who are threatened with homelessness to source their own PRS accommodation.
6. To bring empty properties on the South Kilburn Regeneration scheme back into use as TA.
7. To continue to ensure households living in TA have a live Housing Benefit claim to maximize income.
8. To continue to decant homeless households out of the most expensive TA.
9. To continue membership of Capital Letters to access affordable PRS accommodation through the Home Safe Housing (HSH) scheme.

E. Cyber Attacks

Risk Summary	Risk update (recent developments, progress, and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a heightened threat of Cyber-attacks. If attackers were successful, this would potentially impact all services, to the extent that service provision would be significantly affected in the first instance. Sensitive data may be published online resulting in significant fines from the ICO and 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. Shared Technology Services (STS) and strategic partners have deployed technologies and processes to enhance our cyber protection. The protection in place for the Council to prevent an intrusion is considered high however, recent attacks impacting councils and other public sector organisations have targeted backup systems and third party suppliers. STS and Brent have cyber strategies in place and are in the process of updating those strategies considering the prevailing threats. Considerable investment continues to be made to improve cyber security; we have recently enhanced our monitoring capabilities with the procurement of a third-party service from CrowdStrike for the monitoring of on-premises and cloud-based servers.</p> <p>However, the level and type of threat continues to evolve, shifting our focus to perimeter monitoring and protection. Learning from recent security exercises have been used to develop new plans to mitigate attacks, enabling Brent to better manage incidents when they arise. Brent will continue to work with strategic partners to combat cyber-security threats.</p> <p>Brent continues to benchmark its approach and 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>Current: I: 4 L: 4 T: 16</p> <p></p> <p><i>Previous:</i> I: 4 L: 4 T: 16</p> <p>Target: I: 3 L: 4 T: 12</p>	<ul style="list-style-type: none"> ➤ Implemented tools to monitoring and detects abnormal activity. ➤ Security Logging and Endpoint Management. ➤ Enhanced awareness and training across specialist IT and all Brent users. ➤ Continuous development and testing of Cyber Playbooks. ➤ Developing strategic partnership with third party security specialists. ➤ investment in an enhanced backup solution.
Action Plan		CMT Sponsor: Corporate Director Finance and Resources	
<ol style="list-style-type: none"> 1. We have now implemented a suite of tools (enabled partly by the recent investment in M365 E5 licenses), allowing greater security logging and event management through a centralised alerting platform. 2. We are seeking to onboard a third-party Security Operations Centre service to monitor and respond to incidents on our End User Compute estate, this will leverage Brent's investment in E5 technologies. 3. A table-top exercise with the Emergency Planning team for our Cyber Playbooks with executive-level involvement, has been arranged for February 2024. 4. Enhanced training for IT staff within STS and Brent IT teams on cyber, security and technology. 5. Carry out independent peer reviews of Tier 1 systems. 6. Test disaster recovery of key line of business systems. 7. Obtain supply chain cyber security assurance from application vendors. 			


F. Climate Emergency (Adapting to climate risks)

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk that Brent’s infrastructure, public health, and natural environment will be adversely affected by the physical effects of climate change and the consequences of extreme weather at a local level. These impacts will exacerbate existing pressures on public health and wellbeing, infrastructure, the economy, local services and the natural environment; and are likely to be most acutely felt by Brent’s most vulnerable residents.</p>	<p>Brent developed its Adaptation and Resilience Plan as part of the 2021-22 Delivery Plan, with a final version published in June 2022. We are currently one of only three boroughs in London who have a published plan of this kind. This document was approached as a form of risk register and examined the specific risks facing Brent from a rapidly changing and more unpredictable climate. The document sets out how the frequency and severity of extreme weather events in the future will depend on the amount of greenhouse gases the world emits, and the resulting increase in global warming. Experts believe that we currently have an opportunity to stop or reverse some of these risks, however many of these changes are now inevitable. Even in a ‘low emission’ scenario where global warming is limited to 2°C, we will still all need to prepare for hotter, drier summers and warmer, wetter winters. Brent, along with the rest of London, faces unique risks due to climate change.</p> <p>The city’s dense population, urban built environment and lack of green space puts it at increased exposure to surface water flooding, extreme heat and drought in particular. Many homes in London are not resilient to extreme weather, with poorly ventilated buildings and flats at greater risk of overheating. London is also already water stressed, and population growth will put further pressures on public water supply. We have already seen this play out a local level through a number of instances of major flooding affecting 16 roads in recent years; and the Church End & Roundwood area being identified as one of Britain’s hottest neighbourhoods during the 2022 heatwave which saw Britain’s hottest day ever recorded.</p> <p>The task for the council is to ensure that it is both proactively preparing for these risks and reactively dealing with emergencies caused by extreme weather. The current adaptation and resilience plan is due to reviewed and updated this summer and its recommended actions will be mainstreamed within the borough-wide 2024-26 Delivery Plan. The risks remain that implementing the recommended actions are depending on funding, and funding for adaptation work is also severely limited at the scope and scale required. It is also dependent on capacity and acting at pace to keep up with the level of extreme weather that is now inevitable in coming years, and reaching out to vulnerable residents in a coordinated way across relevant council teams and services to ensure that they are aware and prepared to keep themselves safe and well wherever possible in advance of an extreme weather event occurring.</p>	<p>Current: I: 4 L: 4 T: 16</p> <p><i>Previous: n/a – new strategic risk</i></p> <p>Target: I: 4 L: 4 T: 16</p>	<ul style="list-style-type: none"> ➤ The council has an existing Climate Adaptation and Resilience Plan which will be reviewed and actions mainstreamed this year. ➤ The council has existing emergency planning/public health/communications protocols for different levels of extreme weather. ➤ The council has included adaptation elements for developers to consider as part of the Environment and Sustainable Development Supplementary Planning Document.
Action Plan		CMT Sponsor: Corporate Director, Resident Services	
<ol style="list-style-type: none"> 1. To review the June 2022 edition of the Climate Adaptation and Resilience Plan, starting with organising an adaptation workshop with key stakeholders 2. To update and re-publish the June 2022 edition of Brent’s existing Climate Adaptation and Resilience Plan 3. To mainstream the recommended actions within the Adaptation and Resilience Plan into the next borough-wide Climate Emergency Delivery Plan 2024-26 4. To develop a set of adaptation tools for boroughs within the West London Climate Emergency Group 5. To continue to feed into the Green and Resilient Spaces workstream being led by LB Southwark and RBKC at a pan-London level 6. To develop and formalise an Adaptation internal workstream of key officers that meet to discuss risks/actions on a semi-regular basis 			


G. Climate Emergency (Reaching carbon neutrality)

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk that the council does not achieve its ambition of becoming a carbon neutral borough by 2030 due to a severe lack of funding, resources, and widespread behaviour change required to meet the scale of the challenge. This would have an adverse impact on the council's reputation and would mean that the co-benefits of tackling climate change (such as warmer homes, cleaner air, a healthier population, greener spaces, and a thriving local green economy) will have been missed.</p>	<p>The council unanimously declared a climate and ecological emergency in 2019 and pledged to do all in our gift to reach carbon neutrality by 2030. Demonstrating progress in reducing local authority emissions is a hugely difficult for all councils, and in practice, councils are only able to directly influence a small proportion of emissions within their local area.</p> <p>The UK government produces an annual breakdown of carbon dioxide emissions by Local Authority area as a subset of its annual inventory of greenhouse gas emissions. The most recent dataset available is from the 2021 calendar year and outlines that there were 943,700 tonnes of carbon dioxide emitted within the Brent boundary (41% from homes; 24% from transport; 35% from non-domestic properties). Indirect consumption emissions which arise the consumption habits of Brent's residents are estimated to be 3-5 times higher than this. Whilst Brent's carbon emissions have reduced by around 36% against since 2005, a substantial and sustained reduction in emissions would now be required to achieve carbon neutrality within six years which is immensely challenging.</p> <p>The council commissioned a carbon scenarios study in 2019 which estimated that the cumulative capital investment required for Brent to reduce carbon emissions at the scale required would cost £3.1bn. The current funding landscape for climate initiatives is severely limited, and whilst the council has been successful in obtaining nearly £11m in external grant funding since 2020, this is clearly below the level of investment and resources that are required for a genuine and transformative net zero transition.</p> <p>Brent is not alone in this challenge. All local authorities that have declared a climate emergency are facing similar challenges. The vast majority of London Boroughs have set more ambitious net zero targets than the government, and the Mayor of London has also pledged for London to be a net zero city by 2030. We are also clear that we cannot tackle this challenge alone and require all of Brent's communities to change behaviours and take advantage of opportunities at a local level to tackle climate change.</p>	<p>Current: I: 3 L: 5 T: 15</p> <p><i>Previous: n/a – new strategic risk</i></p> <p>Target: I: 3 L: 5 T: 15</p>	<ul style="list-style-type: none"> ➤ The council's climate programme is overseen quarterly by a Corporate Sustainability Board, chaired by the Director of Environment and Leisure. ➤ We have recently developed a draft data dashboard which measures progress against 'proxy' metrics and shows the direction of travel for the council delivering on its existing delivery/ action plans. ➤ The council is actively linked into Pan-London and sub-regional West London workstreams which are seeking achieve similar objectives. ➤ The Brent Environmental Network and its sub-groups is the focal point for driving initiatives and behaviour change within the community. ➤ The council has recruited a Funding and Bid Writing Manager to continue to monitor the funding landscape
Action Plan		CMT Sponsor: Corporate Director, Resident Services	
<ol style="list-style-type: none"> 1. To continue to deliver and complete actions within the 2022-24 borough-wide Delivery Plan 2. To continue to deliver and complete actions within the 2022-24 borough-wide Delivery Plan 3. To review and develop plans for South Kilburn and St Raphael's Estate (development-led Green Neighbourhoods) 4. To undertake a review of effectiveness of our current Green Neighbourhoods programme 5. To develop the next iteration of the 2024-26 Delivery Plan 			

H. Risk of a serious child protection incident or wider safeguarding concern involving children and young people

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk of a serious child protection incident or wider safeguarding concern involving children and young people due to increased demand and/or a failure in quality assurance processes. This could have an adverse impact on multi-agency partnership working, community confidence in local safeguarding practice, weakening of existing systems resulting in a downgrading of the local authority's Ofsted rating and pressure on the departmental budget to mitigate for any wider system failure.</p>	<p>The ILACS Inspection of CYP took place in February 2023 and judged the service to be Good in all areas including overall effectiveness. A Practice Improvement Plan is in place to ensure that the service continues to improve and updates provided to senior leaders on a regular basis to check that progress and impact is on track. This is supported by strong multi agency working, both at an operational level about individual children and via the various strategic forums in place.</p> <p>Demand for services remains high as well as the complexity of presenting casework. There are controls in place to ensure that caseloads are kept at manageable levels coupled with strong management support, training and reflective supervision of staff. This is further strengthened with an ongoing programme of regular quality assurance activity and staff briefings on high profile incidents.</p> <p>There is a national shortage of social workers and relatively high usage of agency staff as a result. The London Pledge is in place to maintain the consistency of agency rates being applied. There are a range of initiatives in place to recruit and retain permanent staff supported by a Workforce Development Plan, and a Workforce Development Group chaired by the Corporate Director of CYP. This includes a grow your own programme, step up to social work scheme and international recruitment.</p> <p>There is an overspend on the staffing budgets in social care teams due to the high use of agency staff. An Establishment Board is in place, chaired by the Director, Early Help and Social Care to monitor spend against established posts with controls in place to prevent over establishment recruitment taking place. This is enabling a tighter grip on recruitment and providing opportunities to target agency staff for agency to permanent recruitment, as well as helping to shape recruitment campaigns in specific difficult to recruit areas. This in turn will achieve cost avoidance and reduce the current overspend on staffing. Eleven agency staff have so far converted to permanent roles this year.</p>	<p>Current: I: 4 L: 3 T: 12</p> <p></p> <p><i>Previous:</i> I: 4 L: 3 T: 12</p> <p>Target: I: 4 L: 3 T: 12</p>	<ul style="list-style-type: none"> ➤ Bi-Monthly Workforce Development Group chaired by the Corporate Director of CYP to monitor initiatives in the Workforce Development Plan. ➤ A fortnightly Establishment Board to ensure tighter oversight of recruitment of posts against the establishment and available budget. ➤ Brent's participation in the London Pledge for agency staff recruitment to maintain day rates at agreed levels. ➤ Practice improvement plan and implementation of existing quality assurance framework, reporting ¼ to DMT.
Action Plan		CMT Sponsor: Corporate Director Children and Young People	
<ol style="list-style-type: none"> 1. Monthly monitoring of performance data to review demand, trends, throughput of casework and caseloads. Exception reporting on areas where there is pressure or work in the system that is performing below expected targets with additional monitoring in place. 2. Learning on complex and high profile cases within service areas and within the existing safeguarding partnership structures. 3. Targeted recruitment campaigns and continued focus on agency to permanent recruitment. 4. Continued tighter financial management controls. 			


I. Recruitment and Retention

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>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>	<p>Since a sharp increase in staff turnover in the first 3 months of 2022, this rate has persisted. We are also experiencing increasing challenges in recruitment, particularly in respect of traditionally hard to recruit sectors but also some roles in Housing and Finance. This is believed to reflect the increased aspirations of applicants in respect of their employment following the changes in the work environment during and since the pandemic and due to the current cost of living crisis.</p> <p>The Council will be monitoring the impact on recruitment and retention of the changes to working patterns and office attendance requirements - 2 days per week from January and 3 days from October.</p>	<p>Current: I: 3 L: 4 T: 12</p>  <p>Previous: 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, overseas recruitment 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. ➤ Head-hunting also continues via the MSP and external recruitment agencies for specialist/hard to recruit to roles.


Action Plan **CMT Sponsor: Corporate Director Governance**

1. Working with job board providers to maximise the functionality on offer to increase the profile of jobs at Brent.
2. Review of recruitment team operating model to increase the focus on direct sourcing activity.
3. Review of the Council's policies in relation to market supplements and other R&R allowances.
4. Review controls in respect of agency staff pay rates.
5. Monitoring of the impact of the office attendance requirements – e.g. exit interview data will be analysed and feedback from managers/applicants through recruitment campaigns gathered and analysed to understand impact

J. Safeguarding Incident - Adults

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>There is a risk that there is a serious safeguarding incident involving a vulnerable adult in Brent, meaning the Council would be required to investigate and respond, and minimise the risk to the individual wherever possible. Depending on the incident and response, this may attract adverse publicity and/or require a Safeguarding Adults Review.</p>	<p>ASC have a Safeguarding Adult Team that operate according to the Pan-London Safeguarding procedures, and who have been recently audited and found to have no significant areas of concern. The service works to minimise safeguarding concerns and prevent abuse wherever possible, however there is a realistic acceptance that not all safeguarding incidents can be avoided.</p> <p>There has been a sustained increase in referrals to the Safeguarding service since the relaxing of Covid lock-down measures which has put the team under considerable pressure to respond withing the necessary timeframes.</p> <p>Safeguarding is often termed to be 'everybody's business' and requires robust information sharing to ensure the statutory criteria for decision making is evidenced. There continues to be a theme in Safeguarding Adult Review (SAR) where Brent needs to continue improving their collaboration with partner agencies and ensuring a co-production approach is maintained whenever possible, in line with commissioning services. Brent is working with the SAB and partners to develop a learning and development plan that reflects the required learning from SARs for all agencies. The aim is to implement this via the Safeguarding Adult Board. The operational team will continue to establish core-working relationships with partners to ensure we are able to deliver effective and creative care planning. Recording of information safeguarding concerns and timely progression of these are an ongoing development area. Staff has all been briefed on standard and expectation of which will be monitored of the next few months. It must correlate with current GDPR and Equality Rights legislation by Adults Social Care officers. These areas are continually under review and work is ongoing. Not doing this could result in an increase in cross agency failing vulnerable adults within Brent.</p> <p>The challenges faced by services involved in safeguarding, noting the Board is to continually have a focus on obtaining assurances that all agencies continued to work effectively together, to ensure all adult safeguarding needs are met and continues to be managed effectively. If this is not done there is a risk of cases falling through the net and could result in incidence of near misses or untimely death.</p>	<p>Current: I: 5 L: 2 T: 10</p> <p></p> <p><i>Previous:</i> I: 5 L: 2 T: 10</p> <p>Target: I: 5 L: 2 T: 10</p>	<ul style="list-style-type: none"> ➤ There is a Safeguarding Adult Board in place, and it has an independent chair. ➤ The board set Annual priorities that are analysed across the system over the year. ➤ There is a Safeguarding Adults Review (SAR) Group in place that review all serious concerns and may recommend the case has a full review. These SAR enables the system to learn from any failings or near misses. ➤ Practice Audits are in place to drive a culture of personal and collective responsibilities and to identify areas for development across the service. ➤ The SAB has a responsibility to coordinate appropriate SA training for all partners annually. ➤ In addition, ASC commission SA training for staff based on training needs.
Action Plan		CMT Sponsor: Corporate Director ASC and Health	
<ol style="list-style-type: none"> 1. The Department are due to undertake a 'Safety' self-assessment using the CQC framework to assure itself it has safe systems in place. 2. We have commissioned a Safeguarding review across the service, feedback will form our Safeguarding improvement plan 			


K. Non-compliance with Statutory Housing Duties

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<p>Failure to comply with statutory Housing management service requirements and deadlines, may result in a serious health and safety incident or non-compliance with legislation, which may lead to serious injuries and/or fatalities, reputational damage, fines and/or imprisonment.</p>	<p>As a landlord we have to ensure we are complying with all of our statutory duties and health and safety compliance particularly Fire, Legionella, Asbestos, Gas and Electric (FLAGE) form part of those duties. Failure in any of the areas would be a breach of the consumer standards and the Council would be subject to sanctions from the Regulator of Social Housing (RSH).</p> <p>Following the Grenfell Tower inquiry findings published in October 2019, there was a number of recommendations made to prevent such a tragedy from ever happening again. The Government undertook to introduce new regulations based on these recommendations. These regulations take the form of the Fire Safety (England) Regulations 2022 and extend duties imposed by the Regulatory Reform (Fire Safety) Order 2005.</p> <p>The Building Safety Act 2022 was introduced to improve the housing safety standards for residents giving them more rights and protections. The Building Safety Regulator (BSR) will oversee the safety and performance of all buildings with a special focus on high rise buildings.</p> <p>The above have stipulated actions that have to be completed by certain deadlines to show assurance that our buildings are safe and to avoid any further actions by the Building Safety Regulator. One example is the preparation of Building Safety Cases for our 41 High Rise Blocks by April 2024.</p> <p>The Building Safety Act working group was formed in September 2023 and currently meet fortnightly to assess progress on adherence with the Act. The group has developed a process for updating vulnerable resident's details that are held in the secure information boxes. The group have also started to engage with residents in high-risk buildings. The first three block meetings were held in December to discuss building safety and the fire strategy for each block. All high-risk building were registered complete with structural and safety data within the deadline.</p> <p>We have not been successful in the permanent recruitment of the Building Safety Manager however we do not expect this to have an impact on any of our deadlines. We have commissioned a Building Safety Case pilot with consultants Penningtons Ltd with a view to instructing them on the other 39 blocks if the pilot is successful.</p> <p>Meetings are being held with consultants to assist the Council in determining how to receive, use and manage Building Information Management information. The draft Building Safety Engagement Strategy has gone out to residents' consultation and will go out again when the wider Engagement Strategy is published.</p>	<p>Current: I: 5 L: 2 T: 10</p> <p style="text-align: center;"></p> <p>Previous: I: 5 L: 3 T: 15</p> <p>Target: I: 5 L: 1 T: 5</p>	<ul style="list-style-type: none"> ➤ Monthly FLAGE compliance reporting to DMT. ➤ Monthly Building Safety Action Plan monitoring in HMB ➤ Fortnightly Building Safety Working group meetings. ➤ CMT bimonthly monitoring of Building Safety Action Plan. ➤ Quarterly compliance updates to RSH

Action Plan **CMT Sponsor: Corporate Director Resident Services**

1. Embed process for updating the vulnerable tenants list in secure boxes and providing evacuation information directly to all residents every 12 months (by March 2024).
2. All compliance information is uploaded to True Compliance (by January 2024).
3. Link True Compliance to Business Objects so reporting can be made easier (February 2024)
4. Provide building safety case reports for all high-risk buildings (by April 2024)
5. Agree a joint strategy corporately for all new buildings to ensure Golden Thread/BIM information is available to BHM through one system (by March 2024)

L. Financial Resilience and Sustainability


Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<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 £210m. In February 2023, Council agreed the budget for 2023/24, which included £18m of savings, with £4.5m to be delivered in 2024/25. Reports on the budget position have been brought to Cabinet throughout 2023/24, most recently in July and November 2023. In the draft budget in November 2023 it was estimated that a further £8m of savings would be required in 2024/25 and 2025/26, profiled £3.6m in 2024/25 and £4.4m in 2025/26. The reports also highlighted the significant risks, issues and uncertainties with regards to the Council's Medium Term Financial Strategy (MTFS) caused by economic turmoil resulting from war in Ukraine, unrest in the Middle East high levels of inflation, labour shortages, rising interest rates, increased demand for key services, the effects of the cost-of-living crisis and uncertainty in government funding.</p> <p>The 2024/25 Local Government Finance Settlement was the sixth annual one-year settlement for local government and continues the trend of real terms cuts to funding. The high-level of uncertainty over the economic environment and the future funding of local government makes long-term financial planning difficult. However, the Council still considered it to be a prudent approach to revert to the customary practice of setting a two year budget covering 2024/25 and 2025/26, to provide some certainty over the budget position. As 2025/26 is an election year, the current budget plan front-loads the savings requirement, with two thirds of the required savings across the two years being delivered in 2024/25. The exact gap is inherently uncertain, simply because of the number of variables to be estimated and the difficulty of doing so over longer periods of time. The accuracy of this is probably at best +/- 20%, and wider variations are entirely plausible.</p> <p>The new package of savings required to balance the budget for 2024/25 and 2025/26 is the cornerstone of the Council's MTFS as it demonstrates that the Council is able to operate in a financially sustainable and resilient way.</p> <p>In October 2023 Cabinet received the Quarter 3 forecast position for 2023/24, which set out significant in year pressures within the Housing Service. High levels of demand due to a rise in homelessness and reduction in supply of suitable accommodation are expected to result in an overspend of over £13m. A number of immediate and medium-term actions were taken to mitigate these pressures in order to maintain financial control over the current budget position, including the creation of a Budget Assurance Panel to provide additional oversight and scrutiny of its financial position and the imposition of a number of spending controls to provide more assurance over the Council's expenditure decisions and reduce the risk that the budget position deteriorates further. However, it remains possible</p>	<p>Current: I: 5 L: 2 T: 10</p> <p></p> <p><i>Previous:</i> 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 alongside the quarterly monitoring report. ➤ 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. ➤ Budget Assurance Panel provides oversight and scrutiny of the Council's financial position, including in-year budget pressures and issues, mitigating actions and the delivery of agreed savings ➤ Expenditure controls imposed across the Council

	<p>that significant further savings will be required in 2025/26 if the current overspending is not brought under control in the short term.</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>		
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Action Plan	CMT Sponsor: Corporate Director Finance and Resources
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| <ol style="list-style-type: none"> 1. To continue the ongoing robust budget monitoring regime and framework. 2. To continue to support the Budget Assurance Panel in providing oversight and scrutiny of the Council's financial position, including in-year budget pressures and issues, mitigating actions and the delivery of agreed savings. 3. To regularly review the existing expenditure controls and implement new enhanced spending controls where required in order to return the budget to a sustainable position. |
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M. Contract Management

Risk Summary	Risk update (recent developments, progress and concerns)	Risk Scores	Controls and Mitigating Actions:
<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>Internal Audit have reviewed the Contract Management tools and operational performance and provided some recommendations. A joint paper with Procurement was taken to CMT to review and agree next steps in December 2022. The paper set out various options. CMT agreed to the option of creating a Strategic Contracts Register, where evidence of contract performance will form part of the Annual Procurement Strategy report. A further paper was taken to CMT in May 23 providing a list of contracts that would form part of the Strategic Contracts Register and this was formally agreed.</p> <p>The latest version of Councils Contract Register has been updated and is shared with approved officers within the Council. A new process has also been implemented via MS Forms where the Procurement team can formally make changes and add to the contracts register. This process is also available to wider council to ask for changes to be made to the register if any errors are identified.</p> <p>The Procurement Bill has now received Royal Assent. There are various aspects in the new Act related to transparency and how we manage our contracts, including making the public aware of how our key contracts are performing with various obligations that the Council would need to adhere to.</p> <p>Now Royal Assent has been given it is anticipated to go live October 2024. The Procurement team have a working group that will work on ensuring the various aspects of the Act are understood and accommodated as part of our processes in readiness of when the provisions go live.</p>	<p>Current: I: 3 L: 3 T: 9</p> <p></p> <p><i>Previous:</i> I: 3 L: 3 T: 9</p> <p>Target: I: 3 L: 2 T: 6</p>	<ul style="list-style-type: none"> ➤ The contract management framework has been reviewed, revamped and updated. ➤ 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. ➤ Reconciliation of the Contracts register and Online register has been undertaken to ensure all the contracts published online are on the Contracts register. ➤ Segmentation of contracts has been undertaken from April 2022. ➤ 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. ➤ All contracts that require a Gateway 3 and 4 will need to be presented at the Commissioning and Procurement Board for comments and agreement.

		<ul style="list-style-type: none"> ➤ 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. ➤ The Procurement working group are attending various workshops, meetings and conferences related to the new Procurement Act.
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Action Plan	CMT Sponsor: Corporate Director Governance
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1. Work with the various stakeholders across the Council to gather evidence to support good contract management is being undertaken across our Strategic Contracts Register.
2. Ensure Procurement are prepared to implement the requirements of the new Procurement Act.
3. Undertake a second round of Gateway 4 reviews of contracts due to be procured.
4. Undertake a session with the Commissioning Network relating to contract management requirements and good practice.