

Corporate Risk Register

September 2019



Corporate Risk Register Heat Map

September 2019-2020

Service
Delivery/
Operational

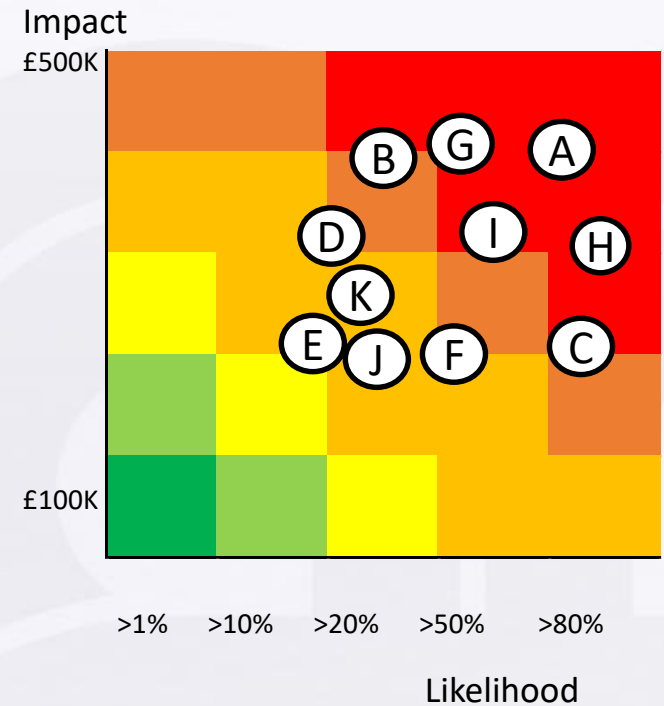
- A. Brexit
- B. Recruitment, Retention and Training
- C. Quality of Service compromised due to savings
- D. Digital Strategy
- E. Failure to deliver Housing Growth
- F. Lack of supply of affordable accommodation

Financial

- G. Budget Overspend
- H. Failure to Deliver Planned Savings
- I. Impact of Universal Credit

Stakeholder

- J. London Borough of Culture
- K. Contract Management



Risk Register(1/8)

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>A. Brexit - Economic uncertainty/ loss of workforce</p> <p>There is a risk that Brexit causes economic uncertainty and impacts on skills and workforce, reducing the Council's ability to develop the local economy and facilitate regeneration, resulting in lower income for the department and stalling regeneration.</p>	<p>No deal scenario planning. Potential impact on EU workforce, slowdown in housing market and economy. Loss of business base and income to council including planning and BC fees. Local businesses impacted by import and export issues.</p> <p>Opportunity for the Council to become more active in property and development, buying up buildings and sites from private sector.</p>	<p>Arrange the Partners for Brent Brexit - 17 Sep 19 Public EU settlement scheme information evening – 26 Sep 19 VCS Brexit workshop – 03 Sep 19 EU settlement scheme staff training sessions – 30 Sep 19 Anne Kittappa and Mandy Brammer</p> <p>Register our LAC on the EU settlement scheme Brian Grady and Mandy Brammer</p> <p>Work closely with our suppliers and local businesses to prepare for no deal Brexit – 31 Oct 19 Matt Dibben, Chris Whyte, and Andrew Davies</p>

Risk Register (2/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>B. Recruitment, Retention and Training Failure to recruit and retain sufficient permanent staff to a significant number of posts, including senior managers, risks services being impaired and weakened.</p>	<p>Action has been taken to identify 'hard to fill' posts and put in place strategies to address recruitment shortcoming. E.g. Social Workers - Overseas recruitment. Housing – additional specialist recruitment resource.</p> <p>Ongoing work is taking place with external agencies to fill a range of Head of Service posts.</p> <p>The Council's Workforce Strategy addresses the general need to strive to make Brent an attractive employer across all professions.</p> <p>The Council has introduced a range of potential incentives including financial supplements that can be applied to 'hard to fill' posts</p>	<p>Nigel Chapman ongoing 18/19.</p> <p>Sean Gallagher 18/19.</p> <p>Raj Soni-Alagh 18/19.</p> <p>Executive October 2017 Implementation Director of Legal and HR ongoing. Director of Legal & HR ongoing.</p>

Risk Register (3/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>C. Quality of Service There is a risk that the quality of service delivery is substantially compromised due to budget savings which would require a service delivery plan to mitigate and remodel the current service.</p>	<p>Alignment of the IAG Corporate and CYP contracts: 2019 - 2021, reduction of the budget would adversely affect delivery in year 2020/21.</p> <p>Reduction in service of IAG would negatively impact residents who are 'most in need' of access to a free advice and case assistance service. The majority of service users are from BME communities.</p> <p>The voluntary and community sector needs review is almost complete, the model may require revision to accommodate any savings to grants or infrastructure assistance.</p> <p>Savings to grants supporting community engagement, cohesion, projects and advice provision would negatively impact the services and projects arranged by and delivered to residents locally and via the hubs.</p> <p>Partnership and Engagement team delivery would need to reflect future service delivery requirements – promote and support income generation via SpaceHive, Brent4Communities, Brent Giving, funder networking.</p>	<p>No further actions planned.</p>

Risk register (4/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>D. Digital strategy There is a risk that due to poor planning and resource the Digital Strategy and Programme is not delivered to budget, and as a result does not meet business requirements and benefits are not realised.</p>	<p>The programme has a clear strategy and roadmap and a programme management team is in place with work overseen by the Digital Board which meets monthly. A recent audit of the Digital Programme returned a 'reasonable' rating.</p> <p>Recommendations related to enhancing benefits realisation and ensuring structures are in place for the potential roll out of robotics. In addition, all projects within Digital Transformation have been updated to include work stream reporting templates to capture benefits using the headings the auditors recommended.</p> <p>A programme level benefits realisation template against all Digital projects is presented at the corporate landlord board on monthly basis to ensure achievements and benefits are monitored.</p>	<p>Continue to embed audit recommendations</p> <p>Develop and gain agreement to case for funding to extend the programme</p> <p>Sadie East; Head of Transformation March 2020</p>

Risk register (5/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>E. Failure to deliver Housing Growth</p> <p>There is a risk that as a result of increased housing targets, demographic changes within the borough, and our reliance on third party delivery, we may fail to deliver housing growth to meet targets, and meet housing needs, leading to insufficient homes, reduced income (NHB, CT, CIL), reputational damage and possible government intervention.</p>	<p>The Local Plan allocations and policies are likely to fall slightly short of the anticipated targets (nearly 3,000 per annum) by around 1,700 over a 10 year period, despite two additional growth areas and denser developments being allowed. GLA may object to the plan at examination. Cabinet report for 14 October sets out options. Government intervention – degree depends on extent of missed targets. Action plan through to ‘presumption in favour of sustainable development’.</p> <p>Mainly reliant on third parties to deliver, and grant funding for affordable housing – macro economic factors come into play.</p>	<p>Cabinet report October</p>
<p>F. Lack of supply of affordable accommodation</p> <p>There is a risk that as a result of the limited supply of affordable accommodation and property market slow down, there will not be a sufficient supply to meet the demand from homeless households which would lead to greater reliance on temporary accommodation, which would be an additional burden on the general fund.</p>	<p>The Housing Needs Team is working with i4B and the Housing Partnerships Team to increase the supply of affordable accommodation for households on low income or dependent on benefit. The Council has also joined the pan London housing initiative – Capital Letters, to increase the supply of PRS accommodation that is made available for homeless households in Brent, as well as amending the Allocation Scheme to enable referrals to be made to private accommodation leased by a social landlord to end the main homelessness duty.</p>	<p>No further actions planned.</p>

Risk Register(6/8)

Cause, event, consequence

Risk and Trend (cause, event, consequence)	Recent developments, progress and concerns	Actions (names and dates)
<p>G. Budget Overspend</p> <p>Demand for services could increase to levels higher than expected without warning, this would mean that services would be overspent resulting in other efficiencies having to be made or funding be found from elsewhere in the council.</p>	<p>There is a strong culture of budget management and the council as a whole has not overspent for 5 years. There is a structure and system in place to ensure that individual budget managers review their financial position, with results aggregated up to departmental and corporate level and reported quarterly to CMT and Cabinet. Reports identify emerging risks and trends as well as the corrective action being taken to address known or forecast overspends. In the current financial climate risks inevitably remain.</p>	<p>Regular quarterly reporting to CMT and Cabinet</p>
<p>H. Failure to Deliver Planned Savings</p> <p>Savings proposals could be subject to delays and unforeseen issues, this would mean that services would be overspent and that we would be unable to manage demand, resulting in other efficiencies having to be made or funding be found from elsewhere in the council.</p>	<ul style="list-style-type: none"> • Brent has a good record of strong budget management, with the significant majority of savings being delivered. • The council monitors delivery of planned savings and has a track record of achievement of over 95% in year. • The systems described above also operate to mitigate this risk. 	<p>Include in CMT/PCG discussion on budget settings for 20/21 and future years, identify an action plan.</p>

Risk register (7/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>I. Impact of Universal credit</p> <p>There is a risk that as a result of the introduction of Universal Credit our rent income will be compromised which will create a deficit in our Housing Revenue Account.</p>	<p>Live roll out of Universal Credit commenced in the Borough and will only affect new claims and those who have any changes to their circumstances post the roll out. A corporate and local implementation plan is in place and is geared up to mitigate some of the key associated risks</p> <p>A new income collection case management functionality created in CRM. This is supplemented by a UC dashboard built of the Power Business Intelligence platform.</p>	<p>Review the UC improvement plan to take into consideration some of the emerging issues since the roll out of UC</p> <p>Head of Housing and Neighbourhoods – 31 October 2019</p>

Risk register (8/8)

Cause, event, consequence

Risk and Trend <i>(cause, event, consequence)</i>	Recent developments, progress and concerns	Actions <i>(names and dates)</i>
<p>J. London Borough of Culture</p> <p>There is a risk that residents and wider population do not perceived the LB of Culture programme as delivering value for money, because it cannot demonstrate its impact, and as a result Brent Council suffers reputational damage.</p>	<p>Funding applications in train to reduce reliance on Council funding</p> <p>Community fund launched</p> <p>Community Advisors and Young Ambassadors appointed</p>	<p>Application to Paul Hamlin Foundation: Feb 19. LBoc team</p> <p>Promote community fund in order to secure applications from a wide range of groups and interests: Ongoing. LBoC team</p> <p>Appointment of curators and cultural partners to ensure high quality programming of cultural events: Ongoing LBoC team</p>
<p>K. Contract management</p> <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>Contract management, audit and performance processes in place</p>	<p>Maintain a robust contract management framework and partnership strategy to identify issues early so that remedial actions are introduced to improve performance and mitigate reputational damage.</p>