

Risk Ref:	Department	Division	Section
CEX/ICT.0014	Chief Executive's	Corporate Services	All ICT Sections
Risk / Consequences and Risk Category	Disaster Recovery Inadequate disaster recovery arrangements leading to dislocation of Council services Data and Information - Operational		
Risk Owner	Stuart Elsey		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
5	2	Significant	10
Existing Controls	1. Stand-by arrangements available so that in the event of failure highest priority services can be recovered		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
5	2	Significant	10
Proposed Actions	<ul style="list-style-type: none"> - Working with BT to review and implement disaster recovery arrangements as part of new IT contract. - Effective application of malware protection and security measures through the Facilities Management (FM) contract with BT - Technical design takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - Virtualisation project will help facilitate disaster recovery provision with the option of using the cloud to provide quick capacity - New Storage Area Network (SAN) gives additional replication facilities to work with suitable partners reducing the time to switch over to a DR site 		
Financial Implications	<p>The net risk remains the same as the gross risk pending the outcome of the review with BT.</p> <p>Financial implications depend on outage duration and Business Continuity plans.</p>		

Risk Ref:	Department	Division	Section
CEXICT.0418	Chief Executive's	Corporate Services	All ICT Sections
Risk / Consequences and Risk Category	IT System Failure (total loss) Complete failure of IT systems resulting in widespread disruption across the Council Data and Information – Operational		
Risk Owner	Stuart Elsey		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
5	3	High	15
Existing Controls	1. Effective incident management / support and resilient systems in use so that single points of failure are minimised 2. Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in 3. Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident 4. Backup power arrangements in the event of power issues (most likely)		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions	- Ongoing monitoring		
Financial Implications	Due to the resilience in place the biggest risks for a total loss (temporary) is from external influences namely the power, which has been responsible for 2 outages in February 2016. Financial implications depend on outage duration and Business Continuity plans (estimate £100 to £200 per day per staff member affected). - N.B the gross and net likelihood should not be yearly, however given the seriousness of a complete failure it was felt that the risk should be elevated.		

Risk Ref:	Department	Division	Section
CEX/ICT.0149	Chief Executive's	Corporate Services	All ICT Sections
Risk / Consequences and Risk Category	IT System Failure (partial loss) Partial loss of IT systems i.e. Outlook -resulting in widespread disruption across the Council Data and Information – Operational		
Risk Owner	Stuart Elsey		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	1. Effective incident management / support and resilient systems in use so that single points of failure are minimised 2. Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in 3. Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
3	4	Significant	12
Proposed Actions	- We are in the process of upgrading the infrastructure to the latest standards, and migrating systems onto the new platform which will reduce the number of single system failures		
Financial Implications	Financial implications depend on outage duration and Business Continuity plans (estimate £100 to £200 per day per staff member affected).		

Risk Ref:	Department	Division	Section
CEX./ACT.0305	Chief Executive's	Finance	Accountants
Risk / Consequences and Risk Category	Capital Income Capital income shortfall due to a reduction in capital receipts and delays in disposals as a result of the economic environment Economic – Strategic		
Risk Owner	James Mullender		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
5	3	High	15
Existing Controls	1. Close monitoring of spend and income 2. Reporting to Members 3. Tight control of spending commitments		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions	- Quarterly reports on capital receipts (actual and forecast) to Executive		
Financial Implications	The February 2016 capital programme includes estimated disposal receipts of £3.9m in 2015/16, £17.0m in 2016/17 and an average of around £2.3m per annum in later years. The financing model assumes all planned receipts are achieved and reflects prudent assumptions on the level of capital receipts. Actual receipts from asset disposals totalled £3.9m in 2015/16, matching the 3rd quarter projection.		

Risk Ref:	Department	Division	Section
CEX/FIN.0282	Chief Executive's	Finance	All Finance Sections
Risk / Consequences and Risk Category	<p>Budget</p> <p>Failure to produce and deliver a balanced budget which meets priorities.</p> <p>Greater financial uncertainty to reflect impact of public finances and austerity measures, whilst new burdens and key service pressures due to demographic and other factors remain.</p> <p>Economic – Strategic</p>		
Risk Owner	Director of Finance		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	3	Significant	12
Existing Controls	<p>1. Management of Risks document covering inflation, capping, financial projections etc. attached to budget reports</p> <p>2. Departmental risk analysis</p>		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions	<ul style="list-style-type: none"> - Reporting of financial forecast updates in year to provide an update of financial impact and action required - Obtain monthly trend / current data to assist in any early action required - Obtain regular updates / market intelligence 		
Financial Implications	<p>The Council has a significant budget gap of £27.6m per annum by 2019/20. The Local Government Finance Act 1992 highlights councillors having a legal duty to set balanced annual budgets and ensure they are robust and have adequate reserves. It is essential that action is taken as soon as possible to address the budget gap and mitigate against the risk of statutory duties not being fully met.</p> <p>Continuation of austerity measures resulting in reductions in government funding until 2019/20 will significantly increase the risk at the latter part of the financial forecast period.</p>		

Risk Ref:	Department	Division	Section
CEX/FIN.0095	Chief Executive's	Finance	All Finance Sections
Risk / Consequences and Risk Category	Government Funding Government funding shortfall which would have to be made up by budget cuts Economic – Strategic		
Risk Owner	Director of Finance		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
5	4	High	20
Existing Controls	1. Modelling of proposals from the various Government departments 2. Lobbying on proposals and Society of London Treasurers (SLT) 3. Working with London Councils on lobbying 4. Working with outer London boroughs on lobbying and opportunities from joint working		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
3	4	Significant	12
Proposed Actions	- Model implications of various changes and adapt financial strategy to address implications		
Financial Implications	As austerity continues until at least 2019/20 it is essential to identify as accurately as possible the scale of funding reductions to ensure that action can be taken in sufficient time to have a balanced budget as part of the Council's statutory requirements.		

Risk Ref:	Department	Division	Section
ECHS/1	Education, Care and Health Services	All ECHS Divisions	All ECHS Sections
Risk / Consequences and Risk Category	ECHS Financial Strategy <ul style="list-style-type: none"> - Failure to deliver the ECHS Financial Strategy - Continual reduction in Central Government funding - Demographic changes - Increased demand for services - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report 		
Risk Owner	ECHS DMT		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
5	5	High	25
Existing Controls	Controls <ul style="list-style-type: none"> - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DMT, Care Services PDS and Education Budget Sub Committee - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework 		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
5	4	High	20
Proposed Actions			
Financial Implications	As at the end of August 2016 the Care Services Portfolio is estimated to overspend by £5,877k in 2016/17 with a full year effect of £4,682k. The Education Portfolio Schools' budget is predicted to underspend by £104k during 2016/17 with the Non Schools budget predicted to overspend by £1,087k ----- Adult Social Care - £1,814k overspend with the main areas being:- Assessment and Care Management - £827k This is in the main due to Placements/Domiciliary Care/Direct Payments for 65+ where client numbers are currently above the budgeted figure. Learning Disabilities - £827k Mental Health - £305k		

	<p>These are in the main down to placement projections, assumptions regarding transition clients and efficiency savings yet to be identified.</p> <p>These areas also have significant savings targets for 2016/17. At this stage in the financial year, the projections continue to include a level of assumptions around management actions and other uncertainties such as increased care needs, carer breakdowns, attrition, health funding, and start dates for new packages etc.</p> <p>The overspend in this area has been partially offset by the use of Better Care Funding for the protection of social care.</p> <p>Increasing complexity of adult social care users' needs is being seen as they come through to social care later in their pathway. Additional posts are being recruited to in the Reablement Service which should increase capacity to manage around 50/55 service users per month.</p> <p style="text-align: center;">-----</p> <p>Children's Social Care - £3,915k overspend Assumptions for additional starters and leavers have been made throughout the year.</p> <p>There are significant savings targets in Children's Social Care and whilst some have already been banked, not all appear to be being delivered currently.</p> <p>There has also been pressure on obtaining suitable carers from independent foster care placements due to lack of supply and therefore other, more expensive, alternatives have had to be arranged.</p> <p>There are pressures in Safeguarding and Care Planning, mainly around care proceedings costs which remain volatile. This is partially offset by an underspend in no recourse to public funds.</p> <p>Leaving Care is overspent mainly due to the cost of rents being over the housing benefit thresholds, and increased packages of care and support that are needed to support the care leavers.</p> <p>Staffing costs have risen sharply with a predicted £938k overspend. This is in the main due to more costly locum staff being used to cover vacant posts. Actions include continuing the recruitment drive, transferring locums to permanent contracts and freezing of non essential posts.</p> <p>A range of urgent management action have been put in place have been put in place to reduce expenditure without compromising child safety . All placements have to be signed off by the Assistant Director, Children's Social Care.</p> <p>Education SEN Transport - £1.233m overspend due to a number of factors including:</p> <ul style="list-style-type: none"> - New route schedule for September not realising any further efficiencies - Further increases in numbers as the financial year has
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	<p>progressed, especially in primary age children Shift from placing children at independent boarding placements to independent day placements. Whilst this generally helps ease pressures in the Dedicated Schools Grant (DSG), it results in an increased number of journeys which has an impact on the Council's core funding - Increased levels of need of children using the SEN transport service, especially in the early age groups</p> <p>Housing Temporary Accommodation (TA) (Bed and Breakfast) in 2016/17 is forecast to be £538k overspent. There is, however, funding available in the central contingency and it is assumed that this will be drawn down to reduce the overspend to a net zero. Although numbers are continuing to rise with an average of 17 per month expected during the remainder of the financial year, this is assumed within the financial projections. There are other pressures emerging in Housing including £125k relating to the cost of storage of furniture of clients going into temporary accommodation and £75k relating to the high cost of utilities at one of the traveller sites. Although there is a full year effect of this overspend, this again will be dealt with through the drawdown of contingency.</p> <p>Public Health The current variance in Public Health is zero. This area has recently seen a reduction in grant funding and has significant savings targets for 2016/17 which are being managed successfully resulting in no ongoing pressures being reported</p>
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Risk Ref:	Department	Division	Section
ECHS/2	Education, Care and Health Services	Adult Social care	All Adult Social Care sections
Risk / Consequences and Risk Category	Inability to deliver effective Adult Social Care services The Council is unable to deliver an effective adult social care service to fulfil its statutory obligations		
Risk Owner	Director, Adult Social Care		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	<p>Care Act Redesigned processes, including amending forms, and operational procedures in place. Care Act compliance training</p> <p>Better Care Fund Programme overseen by the Director of Health Integration and the CCG</p> <p>Safeguarding - Multi Agency Bromley Adult Safeguarding Board (BSAB) in place - BSAB Training programme (E Learning and Face to Face) - Awareness training for vulnerable groups</p> <p>Recruitment - Dedicated HR programme of support in place to recruit social workers to front line posts</p> <p>Performance Monitoring Framework Review of Performance Management Indicators</p> <p>Procurement and Contract Monitoring - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money</p>		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions			
Financial Implications	<p>As at the end of August 2016, Adult Social Care is predicted to overspend by £1,814k with the main areas being Assessment and Care Management - £827k. This is in the main due to Placements/Domiciliary Care/Direct Payments for 65+ where client numbers are currently above the budgeted figure. Learning Disabilities - £827k. Mental Health - £305k. These are in the main down to placement projections, assumptions regarding transition clients and efficiency</p>		

	<p>savings yet to be identified.</p> <p>These areas also have significant savings targets for 2016/17. At this stage in the financial year, the projections continue to include a level of assumptions around management actions and other uncertainties such as increased care needs, carer breakdowns, attrition, health funding, and start dates for new packages etc.</p> <p>The overspend in this area has been partially offset by the use of Better Care Funding for the protection of social care.</p> <p>Increasing complexity of adult social care users is being seen as they come through to social care later in their pathway. Additional posts are being recruited to in the reablement service which should increase capacity to manage around 50/55 service users per month.</p>
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Risk Ref:	Department	Division	Section
ECHS/2a	Education, Care and Health Services	Adult Social care	Learning Disability Service
Risk / Consequences and Risk Category	Learning Disability Service <ul style="list-style-type: none"> - Failure to assess service users, establish eligibility criteria and carry out the review process leading to:- - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Failure to manage the transition process of service users from Children's Services to Adult Services leading to increased risk of Judicial Review - Costs associated with Legal process - Ongoing care package costs as a result of Legal process outcome - Placement predictions leading to financial pressures (cross refer ECHS Budget risk) 		
Risk Owner	Director, Adult Social Care		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	<ul style="list-style-type: none"> - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DMT and Care Services PDS - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand 		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	4	High	16
Proposed Actions			
Financial Implications	<p>The original 2016/17 Learning Disabilities budget included £1.6m savings for the year. This target has increased during the year to a) include a share of departmental savings that had previously not been identified from a specific area (£160k) and b) to fund the net cost of the temporary team of staff working on delivering the savings (£145k net). Progress on achieving the savings is being closely monitored and the projections take into account both savings achieved to date and planned savings for the remainder of the year. If action</p>		

	<p>to make the planned savings does not materialise, or is to a lesser extent, then the projected overspend may increase.</p> <p>Cost pressures relating to transition clients, for whom expectations must be managed, increased client needs and Ordinary Residence cases have been partly mitigated by the overachievement of savings on supported living contracts. At this stage in the financial year the projections continue to include a level of assumption relating to uncertainties eg increased care needs, carer breakdowns, attrition, health funding, start dates for new packages etc. Based on the information currently available, a net overspend of £944k is anticipated but this could still vary significantly as the year progresses.</p>
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Risk Ref:	Department	Division	Section
ECHS/3a	Education, Care and Health Services	Children's Social Care	All Children's Social Care and Safeguarding Sections
Risk / Consequences and Risk Category	Children's Social Care <ul style="list-style-type: none"> - Failure to deliver effective children's services to fulfil statutory safeguarding obligations and protect those at risk of sexual exploitation or missing from care - Impact on life chances and outcomes for children - Impact of unsatisfactory inspection outcome 		
Risk Owner	Interim Director, Children's Social Care and Safeguarding		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	<ul style="list-style-type: none"> - Performance Framework - Quality Assurance Audit Programme - Children's Service Improvement Action Plan - Recruitment and Retention scheme 		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	4	High	16
Proposed Actions	<ul style="list-style-type: none"> - Appointment of Deputy Chief Executive with Director of Children's Services responsibility. - 14 new social workers in the process of being recruited - £950k available for immediate use to build capacity - £2.3m available on a recurring basis for Children's services 		
Financial Implications	<p>£950k immediate use to build capacity</p> <p>£2.3m on a recurring basis for Children's Services</p> <p>Children's Social Care - £3,915k overspend Assumptions for additional starters and leavers have been made throughout the year. There are significant savings targets in Children's Social Care and whilst some have already been banked, not all appear to be being delivered currently. There has also been pressure on obtaining suitable carers from independent foster care placements due to lack of supply and therefore other, more expensive alternatives have had to be arranged. There are pressures in Safeguarding and Care Planning, mainly around care proceedings costs which remain volatile. This is partially offset by an underspend in no recourse to public funds.</p>		

	<p>Leaving Care is overspent mainly due to the cost of rents being over the housing benefit thresholds, and increased packages of care and support that are needed to support the care leavers.</p> <p>Staffing costs have risen sharply with a predicted £938k overspend. This is in the main due to more costly locum staff being used to cover vacant posts. Officers are working on this overspend, taking appropriate action to reduce where possible. Actions include continuing the recruitment drive, transferring locums to permanent contracts and freezing of non essential posts.</p> <p>A range of urgent management action have been put in place have been put in place to reduce expenditure without compromising child safety . All placements have to be signed off by the Assistant Director, Children's Social Care.</p>
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Risk Ref:	Department	Division	Section
ECHS/3b	Education, Care and Health Services	Education	Youth Offending
Risk / Consequences and Risk Category	Youth Offending - Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public)		
Risk Owner	Director, Education		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	3	Significant	12
Existing Controls			
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions	- Learning from the Youth Offending Service Improvement Plan implementation and monitoring - Annual Strategic Plan 2016/17 implementation - Youth Justice Board case file audit (March 2016)		
Financial Implications	Youth Justice Board funding further reduced in April by £22k. Review of existing services will be carried out to address this shortfall in future years		

Risk Ref:	Department	Division	Section
ECHS/4	Education, Care and Health Services	Adult Social Care Children's Social Care	All Adult Social Care Sections All Children's Social Care Sections
Risk / Consequences and Risk Category	Recruitment and Retention - Failure to recruit and retain key skilled staff with suitable experience/qualifications. - Inability to deliver effective adults and children's services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes.		
Risk Owner	Director, Adult Social Care Interim Director, Children's Social Care and Safeguarding		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	5	High	20
Existing Controls	<ul style="list-style-type: none"> - Dedicated HR role to support managers in recruiting social workers to front line posts - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Repromotion and review of the current Recruitment and Retention package - Repromotion of the 'no quit' policy - Recruitment drive to convert locums to permanent staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Training and quality assurance of practice - Provision of regular monitoring information to feed into the corporate governance dashboard 		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions			
Financial Implications	<p>£950k immediate use to build capacity (Children's Services)</p> <p>£2.3m on a recurring basis (Children's Services)</p> <p>Staff costs in Children's Social Care have risen sharply with a predicated £938k overspend. This is in the main due to more</p>		

	<p>costly locum staff being used to cover vacant posts. Actions include continuing the recruitment drive, transferring locums to permanent contracts and freezing of non essential posts.</p> <p>Additional posts are being recruited to in the Reablement Service (Adult Social Care)</p>
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Risk Ref:	Department	Division	Section
ECHS/5a	Education, Care and Health Services	Housing Needs	Housing Needs
Risk / Consequences and Risk Category	Temporary Accommodation - Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homelessness budgets Social - Strategic (sub: Operational - Financial)		
Risk Owner	Sara Bowrey		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	5	High	20
Existing Controls	- Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice, support and sustainment - Assistance (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money Contract Monitoring - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	5	High	20
Proposed Actions	- Seek new and alternative forms/supply of temporary accommodation - Ensure the successful implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation - Work innovatively with a range of providers to increase access to a supply of affordable accommodation - Produce and maintain the new London Borough of Bromley Homelessness strategy ensuring that the strategy promotes		

	partnership working to reduce and prevent homelessness
Financial Implications	<p>Temporary Accommodation (TA) (Bed and Breakfast) pressures continue in 2016/17 with a £538k overspend forecast. There is, however, funding available in the central contingency and it is assumed that this will be drawn down to reduce the overspend to a net zero.</p> <p>Although numbers are continuing to rise with an average of 17 per month expected during the remainder of the financial year, this is assumed within the financial projections.</p> <p>There are other pressures emerging in Housing including £125k relating to the cost of storage of furniture of clients going into temporary accommodation.</p> <p>Although there is a full year effect of this overspend, this again will be dealt with through the drawdown of contingency.</p> <p>All forms of rent debt across the authority as at 30th September 2016 - £3,974,734.99.</p>

Risk Ref:	Department	Division	Section
ECHS/5b	Education, Care and Health Services	Housing Needs (Housing Strategy)	Housing Needs
Risk / Consequences and Risk Category	Capital Grant - Failure to deliver the Council's housing strategy will result in an inadequate supply of housing for a range of client groups in support of the Council's statutory housing and homelessness duties - Lack of availability of external capital grant to deliver key housing schemes Lack of available suitable sites within the borough o which to develop new affordable housing schemes over the short to medium term		
Risk Owner	Sara Bowrey		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	1. - Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing obligation reflects local adopted planning policy and local statutory and high priority housing need - Determination at planning stage to ensure collection of obligations due - Conditions attached to funding received to ensure it is spent on preventing homelessness		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions	- Planning to address impact		
Financial Implications	A failure to develop affordable housing schemes may lead to an increase in homelessness and increase demand for bed and breakfast accommodation. Balance of Section 106 housing funds as at 1st June 2016 - £5,414k.		

Risk Ref:	Department	Division	Section
ECHS/6	Education, Care and Health Services	Public Health	All Public Health Sections

Risk / Consequences and Risk Category	Inability to deliver an effective Public Health service The Council is unable to deliver an effective Public Health service to fulfil its statutory obligations		
Risk Owner	Director of Public Health		
Gross Impact	Gross Likelihood	Gross Risk Rating	Gross Risk Score
4	4	High	16
Existing Controls	<ul style="list-style-type: none"> - Analysis focused on measurement and monitoring of Health Inequalities - Commissioning function develops sustainable services to meet long term need, taking into account health inequalities <p>Contract Monitoring</p> <ul style="list-style-type: none"> - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money 		
Net Impact	Net Likelihood	Net Risk Rating	Net Risk Score
4	3	Significant	12
Proposed Actions			
Financial Implications	The current variance in Public Health is zero. This area has recently seen a reduction in grant funding and has significant savings targets for 2016/17 which are being managed successfully resulting in no ongoing pressures being reported.		