

AGENDA ITEM: 6

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Meeting	Audit Committee
Date	18 June 2008
Subject	Corporate Risk Strategy
Report of	Executive Director for Resources
Summary	This report seeks to inform the Audit Committee of the refreshed Risk Management Strategy for 2008/09.

Officer Contributors	Paul Lawrence – Head of Risk and Insurance Nikki Adams – Corporate Risk Officer
Status (public or exempt)	Public
Wards affected	None
Enclosures	Appendix A – Refreshed Risk Management Strategy 2008/09 Appendix B – Corporate Risk Register
For decision by	Audit Committee
Function of	Council
Reason for urgency / exemption from call-in (if appropriate)	N/A

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1. RECOMMENDATIONS

- 1.1 That the attached refreshed Risk Management Strategy for 2008/09 be accepted as the policy and procedure by which the Authority will continue to monitor and manage risk.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Audit Committee 20 June 2007, when last version approved.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The presence of strong risk management policies and procedures is paramount to the authority achieving all of its corporate priorities and as such impacts on all the corporate objectives.
- 3.2 The requirement of a Risk Management Strategy and strong risk management processes and procedures underpins the Council's annual Use of Resources assessment which was integral to the old comprehensive performance assessment and will continue to be a central part of the comprehensive area assessment in the future.

4. RISK MANAGEMENT ISSUES

- 4.1 Failure to identify a risk management strategy will have a significant negative impact on the Authorities ability to demonstrate embedded risk management processes and procedures.
- 4.2 Without a strong risk management strategy within the Authority we will not be able to ensure consistent processes are in place for managing risk.
- 4.3 Poor risk management processes and procedures will have a direct negative impact on the Authority's external inspection and assessment ratings.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Effective management of risk gives assurance in the provision of services to the entire community on an equitable basis.

6. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 6.1 Strong risk management processes and procedures protect the Authority from potential financial implications and enhance the control environment and governance requirements.

7. LEGAL ISSUES

- 7.1 None.

8. CONSTITUTIONAL POWERS

- 8.1 Constitution part 3 responsibility for functions, section 2 responsibility for Council functions, details the terms of reference for the Audit Committee to provide independent assurance of the adequacy of the risk management framework.

9 BACKGROUND INFORMATION

- 9.1 As part of best practice, and as recommended by External Audit, we have conducted a review of the Risk Management strategy and guidelines.
- 9.2 The Risk Management Strategy is an essential part of the Risk Management toolkit as it ensures a consistent approach to the identification, mitigation and monitoring of risk across the Authority. It will also be difficult to demonstrate an embedded approach to risk management without the existence of a comprehensive Risk Management Strategy.
- 9.3 The current Risk Management Strategy was developed in 2007 by the Head of Corporate Services and has now been updated to reflect the transfer of responsibility for risk to the Head of Risk & Insurance.
- 9.4 The current Risk management Strategy covers;
- Risk Management Policy Statement
 - Definitions which now includes reference to considering opportunities as well as threats
 - Risk Management Objectives
 - Achieving Risk Management Objectives
 - Risk monitoring and reporting, including quarterly review through Finance and Performance Review
 - Actions required to mitigate risk
 - The Statement on Internal Control
 - Corporate Guidance & Support
 - An extensive roles and responsibility matrix in risk management
- 9.5 There are also a comprehensive set of Risk Management guidelines that managers can refer to when managing risk. Both the Risk Management Strategy and the Risk Management Guidelines are available to all managers and Members via the Resources intranet web page.
- 9.6 The existence of the Risk Management Strategy will contribute to improving risk management processes and procedures across the Authority by providing a consistent framework for managers to operate within and will assist to maintain our CPA assessment on risk and assurance.

- 9.7 Based on the acceptance of the revised Risk Management Strategy a programme of activity focussed on further embedding risk management across the Authority and to ensure compliance will be developed. This will include the implementation of a computerised system to record, monitor and report on risk management; quarterly risk register reviews; further training to officers and Members; and assessments of the methodology and processes used to capture and record risk across the Authority.
- 9.8 The Corporate Risk Register is monitored, reviewed and updated quarterly at Council Directors' Group. The current register is attached as Appendix B.

10 LIST OF BACKGROUND PAPERS

- 10.1 None.

Legal: MM

CFO: JB

Appendix A – Refreshed Risk Management Strategy 2008/09

Corporate Risk Management Strategy 2008/09

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1 Risk Management Policy Statement

The Authority's Risk Management strategy is to proactively identify, understand and manage both positive and negative risks inherent in the delivery of our services and associated with our plans and strategies, so as to encourage responsible, informed risk taking.

The Authority does not support reckless risk-taking or management decisions being taken without due consideration to potential risks.

Risk management refers to the culture, processes and structures inherent within the Authority that are directed towards the effective management of potential opportunities and threats.

Risk management is a fundamental part of best management practice for Directors, Heads of Service and other managers when planning, setting objectives, assessing adequate controls (both financial and service delivery) and monitoring performance.

2 Definitions

Risk is anything that may have an impact on the Council's ability to achieve its objectives. Risk management is the process of identifying risks, assessing their significance and taking appropriate action to either control, transfer, or tolerate the risk. When conducting a risk assessment managers should always consider both threats and the failure to maximise benefits from potential opportunities.

3 What Risk Management will Achieve

Responsibility for achieving the Council's corporate aims and objectives rests with the Cabinet and senior management. In order to achieve service objectives, the risks associated with each objective should be identified and then managed.

The Council is fully committed to the implementation and embedding of sound risk management practices in all of its services.

An effective risk management process will allow management to have assurance that all corporate and system objectives will be met efficiently and effectively. If operating effectively it is expected that the results will include increased efficiency, reduced costs, added protection to the council's reputation and the maximisation of potential opportunities.

It should become apparent as part of improved performance management procedures generally that those areas where risk management has been adopted effectively are more readily meeting targets.

4 Effective Risk Management

Effective risk management optimises the balance between risk and control. There are six elements to an effective risk management strategy:-

- i) communication to staff of the organisation's risk management policy, including the benefits of effective risk management;
- ii) leadership and ownership of risk management by senior management;
- iii) recognition that the organisation will support and consider innovative proposals where the risks are well thought through;
- iv) fully embedding risk management in the management processes of the organisation;
- v) linking of the objectives of the organisation to the management of risks;
- vi) Risk management should be extended to working with third party organisations (partners and contractors).

5 Risk Management Objectives

The Authority's objectives for corporate risk management aims are:

- To implement effective risk management processes and practices that form a key part of good governance and rigorous performance management.
- To consider risk management as an integral part of the decision making process that informs corporate and business planning and service delivery.
- To encourage considered and responsible risk taking as a legitimate response to opportunity and uncertainty.
- To achieve better outcomes for the Authority by managing an assessment of the challenges and potential risks faced, and improving the decision-making process targeted at risk mitigation and control.
- To facilitate, encourage, reinforce and embed good risk management processes and procedures across the Authority.

6 Achieving Risk Management Objectives

Risk management is led by the Chief Executive, drawing on advice from appropriate chief officers.

The Chief Executive, in conjunction with Directors and Heads of Service are responsible for the risk management framework of the Council and for assessing risks and making arrangements for the periodic review of progress.

For risk management to be effective across the Authority there is a requirement for processes and procedures that identify the methods used to continuously identify, analyse, prioritise, record mitigating action required and taken, monitor and report risks. The processes required to deliver against these objectives will need to ensure:

1. Clear responsibility and ownership of service area risk management by Lead Members, Directors and Heads of Service.

2. Clear identification of Corporate Objectives, Service Plans and Team Plans with objectives and targets that link through to the Corporate Objectives.
3. Clear identification of individual roles and responsibilities in respect of risk management through accurate job descriptions and personal objectives.
4. Consideration of risk as an integral part of corporate and business decision making processes.
5. A requirement for each Service Area to analyse, prioritise, respond to, monitor and report on the progress of risk management.
6. For Corporate Risk to provide specification, guidance, support and training arrangements to assist managers in their consideration of risk.
7. For Corporate Risk to facilitate the sharing of organisational intelligence and learning.

7 Risk management and fraud detection

It is the responsibility of every Director, Head of Service and Line Manager to ensure that their processes and procedures are protected against the possibility of fraudulent activities, and money laundering.

All managers should complete a risk assessment of all their processes and procedures specifically looking to identify and enhance any process weakness that could allow fraudulent transactions and activities to exist.

When establishing new processes and procedures or reviewing the effectiveness of existing processes and procedures managers should pay particular attention to the following areas;

Segregation of duties – where ever possible, no one person should be able to complete end to end processes which would allow fraud to go undetected.

Authorisation hierarchy – there should always be an authorisation process that required someone other than the originator to validate and authorise transactions thus ensuring that at least two people are involved in raising and authorising transactions.

Transparency – there should always be a record of the transactions processed throughout each link in the process chain allowing clear visibility of the requestor, processor and authoriser, recording date and time and action taken.

Audit trail – every process should have a recorded audit trail that is available for scrutiny. Each process should be audited regularly to ensure compliance with the requirements of the process. A full audit report should be completed detailing findings and recommended actions. The audit should be conducted by an independent party.

Any suspicion of or detection of fraudulent activities should be immediately reported to the Corporate Anti Fraud Team (CAFT) and the Police so that a full and thorough investigation can be conducted.

In accordance with the Council's Whistleblowing policy staff may report wrongdoing to their managers. All managers must be aware of this policy, and act accordingly by passing all information reported to them to the council's Whistleblowing Officer for investigation.

All managers should be familiar with the Council's policy on Anti Money Laundering and Suspicious Activity. The Council has a designated Money Laundering Reporting Officer and all cases where suspicious activity is suspected should be referred to them.

8 Risk monitoring and reporting

Openness and disclosure in relation to risk reporting is essential.

Risk 'owners' will need to change their assessments of risks as frequently as dictated by changing circumstances.

Corporate Risk will provide updates to the Executive Management Team, Cabinet and the Audit Committee throughout the year.

Lead Members and the Executive Management Team will be provided with periodic updates on the status of significant risks by the service area responsible officer as part of financial and performance monitoring reports.

The monitoring process will seek to challenge the effectiveness of actions taken and to reconfirm the likelihood of planned outcomes.

There will be a Corporate Risk Register that records risks that directly relate to the Corporate Plan and Key Priority Plans.

Comprehensive risk registers will be maintained by service areas to record risks and risk management progress and will be available for scrutiny.

Each service area will maintain a Service Area Risk Register which will record all risks relating to their service plan and team plans.

Every project will include a risk register as part of the project governance.

All papers to Cabinet and Delegated Power Reports (DPRs) will include a section on risks that identify the potential risks in the decision request, making it clear to senior management and Members what the risks are, what is planned to mitigate the risks and who will be responsible for monitoring the risks.

All risk registers will categorise risks according to their impact and their likelihood. This activity aims to assess the relative importance of the identified risks so as to allow managers, where necessary, to prioritise action to address them. The corporate risk management framework will assist managers in arriving at these judgments.

9 Actions required to mitigate risk

Action to address significant and material risks must be disclosed in the Corporate or Service Area risk logs and any updates on risks will be detailed in monitoring reports. Such action must have:

- given consideration to the full range of options available to address particular risks, including: accepting, transferring, mitigating, avoiding, sharing or eliminating the risk; and
- balanced cost benefit issues (not just financial); action proposed must be proportionate to the risk itself.

An assessment of the residual risk remaining, assuming successful application of the designated measures, should also be made.

There will be a need to differentiate those risks over which it is not possible to exert influence on the likelihood or impact of occurrence (e.g. government or external factors outside the Authority's control).

10 The Statement on Internal Control

Corporate Risk is responsible for providing a statement to the Audit Committee and Chief Executive that effective risk management systems are in place and to report on the effectiveness of the framework of internal control to manage the key risks that the Council is exposed to.

This report will take the form of the Council's annual Statement on Internal Control and be included in the Annual Governance Statement.

The Statement of Internal Control will take input from the Service Areas Statement of Internal Control and provide assurance to the Cabinet and the Executive Management Team of the overall effective and efficient process of managing risk across the Authority.

Each Director will contribute to this process by providing a Statement on Internal Control covering their own Service Area. The report will include assurance from the Directors on the following aspects of their control environment;

List of services provided

List of services delivered through partnership arrangements

Contractual arrangements and their monitoring process

Key / critical system dependencies and how they are managed

Financial controls and budget management processes

Scheme of delegation

Overall assessment of their control environment

Audit assessments and response to Audit recommendations

Statement on effectiveness of their Risk Management practices and procedures.

11 Corporate Guidance & Support

Guidance notes will form an integral part of this policy and strategy document. Guidance notes will be available to everyone in the Authority by publication on the Resources\Strategic Services\Strategic Finance\Insurance and Risk intranet website.

Support and advice from Corporate Risk will also be made available to support managers in this role, as and when required.

12 Roles and responsibility matrix in risk management

Below is a matrix identifying the roles and responsibilities for those involved in risk management. Further detail can be found in the Risk Management Guidelines

	Framework Strategy & Process	Identification of risks	Analysis of risk	Profiling risk	Determining mitigating actions and contingency plans	Prioritising actions	Controlling risk	Monitoring & reporting risk	Reporting risk to external stakeholders
Cabinet	Assessing and agreeing the Risk Management strategy							Monitoring the key corporate risks on a regular basis.	
Lead Member	Promote the framework, strategy and process	Recognise emerging organisation-wide themes and champion responsive action	Understand significant risks (strategic & operational). Agree the list of significant risks identified in Service Area risk logs	Encourage commitment to and ensure sufficient priority and profile for Risk Management		Challenge the measures to address significant risks		Ensure periodic updates on identified & emerging risks	
Chief Executive	Overall ownership and responsibility for risk management			Responsible for agreeing and prioritising corporate risks		Responsible for agreeing actions required to mitigate corporate risks			
	Ensure existence of and approve effective strategic	Recognise emerging organisation-	Understand significant risks	Demonstrate commitment to and ensure		Contribute to the identification		Authority to designate a member	Agree any public disclosures

All Members	framework	wide themes and commission responsive action	(strategic & operational). Agree the list of significant risks identified in Service Area risk logs	sufficient priority and profile for Risk Management		of strategic risks Agree and/ or challenge the measures to address significant risks		forum to overview Risk Management issues Receive periodic updates on identified & emerging risks	arising
Council Directors Group	Implement Risk Management policy and strategy as agreed by members. Commission the annual review of Risk Management effectiveness	Contribute to the identification of corporate/ strategic risks	Act as a filter so that the number of significant risks is manageable Understand all significant risks (strategic and operational).	Challenge the risk analysis	Commission work on corporate risk / issues Recognise organisation-wide themes and initiate responsive action	Challenge the basis for determining risk priorities Challenge the measures to address significant risks	Ensure a responsible officer is assigned for all corporate/ cross-cutting significant risks Sanction or reject the level of residual risk	Receive periodic updates on identified and emerging significant risks	Commission the publication of the Statement of internal control and ensure sufficient and appropriate response to its findings Agree any public disclosures arising
Audit Committee	Risk management system are balanced, fair, conform to accountancy standards and meet prevailing best practice						Ensuring that the council's financial reports, annual financial statements, Statement of Internal Control are incorporated into the risk management	Risks identified in the above reports are recorded in the risk registers Satisfying the Council that the internal auditor carries out	

							process	sufficient systematic reviews of the risk management processes and procedures	
Executive Director of Resources	<p>Lead Officer role for risk management within the Authority</p> <p>Responsibility to devise and develop risk management policy and strategy</p> <p>Identify corporate resources to support the framework</p> <p>Determine the role of the Corporate Risk Management</p>							Monitor effectiveness of the risk management framework and recommend changes as appropriate.	
Corporate Risk Management	<p>Developing guidance on the implementation of risk management, including standard formats for risk registers.</p> <p>Maintaining awareness, co-ordinating training</p>	<p>Assisting Directors Group and Cabinet in identifying key corporate risks, and strategies for managing them</p>	<p>Reviewing risk registers produced by services</p> <p>Provide professional support and advice to Directors and Heads of</p>	<p>Providing guidance and support for a variety of scenarios, including service management; new systems; projects; partnerships;</p>				<p>Leading on an annual assessment of the Internal Control Environment</p> <p>Reporting twice a year to Directors</p>	

	<p>and disseminating best practice.</p> <p>Monitoring progress by services in implementing risk management.</p> <p>Contribute to formulation of policy and strategy, advising on good practice as appropriate</p>		<p>Service and their managers as required</p> <p>Provide support and advice on the assessment and reporting of risk within service areas</p>	contracts				<p>Group on risk management guidance; progress within services; corporate risks</p> <p>Provide information to Directors and Heads of Services on the effectiveness of their Risk Management processes and procedures</p>	
Directors & Heads of Service	<p>Ensure sufficient awareness of the policy & strategy within own service.</p> <p>Ensure compliance with framework requirements and ethos.</p> <p>Maintain effective risk management processes and procedures within own service.</p> <p>Commission and endorse regular reviews of risks across own</p>	<p>Proactively engage self and managers in risk identification as part of business planning</p>	<p>Ensure a realistic approach to estimations of likelihood and consequence</p>		<p>Take a rigorous cost: benefit stance to control measures</p> <p>Ensure measures agreed are deliverable and steps are taken to secure delivery</p> <p>Identify resources to address the highest priority risks</p>	<p>Ensure adequate arrangements to monitor changes associated with the risks.</p> <p>Ensure openness and honesty in disclosure of all material details when reporting on risk.</p> <p>Use key risk indicators where appropriate</p>	<p>Ensure a responsible officer within own service is identified to own the risks management processes within the service</p> <p>Ensure each risk within the services is assigned to a responsible officer for all risks</p>	<p>Ensure openness and honesty in disclosure of risks.</p>	

	<p>service.</p> <p>Contribute to work to review Risk Management arrangements.</p>				<p>Ensure agreed action is implemented</p>	<p>to provide early warning of potential problem areas.</p> <p>Be collectively responsible for the key corporate risks in order to provide a reasonable assurance that the Council's objectives are met in the most efficient and economical way.</p>	<p>identified</p>		
<p>Internal Audit</p>	<p>Contribute to formulation of policy and strategy, advising on good practice as appropriate.</p> <p>Advise on good practice/ make recommendation as appropriate.</p>	<p>Support Heads of Services and their managers in risk identification process.</p>					<p>Support Heads of Services and their managers in this process.</p> <p>Supporting managers through sharing expertise on risk and control issues as required</p> <p>Undertake risk-based</p>	<p>The Chief Internal Auditor is responsible for providing an opinion on the affectivity of the risk management systems to the Audit Committee and Chief Executive</p> <p>Ensure review work is based on</p>	<p>Contribute to an annual statement reporting on the effectiveness of the framework of internal controls to manage the key risks that the Council is exposed to.</p>

							audits in main programme of audit work.	significant and material risks identified. Review services' approach to ensure it is sufficiently rigorous and thorough. Providing information and assurance on the reliability/ effectiveness of existing internal control mechanisms. Provide annual assessment of risk management across the Authority	
Service/ Team Managers	Ensuring that the Council's risk management approach is effectively communicated to all existing and new staff Risk Management is embedded in the staff appraisal	To review all Service and Team plans and identify risks that may impact on the ability to deliver	To assess the impact of all risks against the objectives of the service area or department and identify the level of impact and likelihood	To review each risk and identify its impact on the corporate objectives or key priority plans	To identify and implements mitigating activities or contingency plans that minimize the impact of the risk	To review the mitigating actions and priorities the work effort required to implement	To assign officers and resources to the mitigating activities	To review all risks regularly and report to senior management progress and change against any risk that maybe of high impact	

	process.		To reassess the impact and likelihood of all risks once the mitigating actions or contingency plans have been identified					or likelihood	
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Appendix B - Corporate Risk Register (April 2008)

Number	Corporate Priority	Objective	Risk Type	Risk Description	Risk Raised by	Date Raised	Controls in place	Initial Assessment		Mitigating Action	Lead Officer	Last updated	Action taken	Current status	Revised Assessment		Closure Date	Closing Authority
								Likelihood	Impact						Likelihood	Impact		
1	A successful suburb	Deliver the Three Strands approach of Protect, Enhance and Grow	Reputation	Deterioration in the quality of the suburbs, for example, a lack of enforcement or attention to quality of design	Directors Group	03/07	Strategic management liaison facilitated through 'Place' theme meeting. Enhanced PEPS performance management system based on monthly performance monitoring with senior service managers. Member challenge meetings used to track performance and ensure coordinated actions. Rigid managerial control processes to improve the quality of development management proposals and the quality of applications proposed to Committee. 23/01/08 Update - Contract in place to deliver Aerodrome Bridges project.	high	high	Making progress with the renewal of the Aerodrome Bridges project in Colindale utilising opportunity borough funding. Close monitoring of the trajectory of S.106 revenues, recruitment of dedicated S.106 revenues, recruitment of dedicated S.106 Monitoring Technician to improve controls on S.106 finance generation, introduction of consistent, standardised S.106 clauses in planning approvals. Preparation of planning briefs for town centres subject to rapid change or large new development proposals to manage development in a structured way. Creation of Area Action Plans for very large areas of change in Mill Hill East and Colindale. 23/01/08 Update - Aerodrome Bridges project in Colindale underway, utilising opportunity borough funding.	Lorraine Butler, Stewart Murray, Mike Freestone	23/01/2008	29/10/07 - Contractor has setup site offices and operations on site have started. We have obtained possession of network rail tenancies. The fabrication of bridges has started. The first closure of Aerodrome Road 19 October 2007. Update 23/01/08 - Fast / West bridge deck installed successfully during December. Slow / East bridge has been delivered and is being assembled. Installation due January 2008.	Open	medium	high		
2	Clean, green and safe	Delivering waste reduction through waste management	Operational	Inability to achieve Government targets leading to financial penalty.	Directors Group	03/07	Implement Waste Prevention strategy Implement organic waste service	high	high	Waste Prevention Strategy ongoing. Service offered to all house with gardens January 2006. Continue to promote service through Web Site and media generally.	Roger Jones	25/10/2007	Waste prevention figures are reducing to target. Recycling targets are not being achieved to fourth quarter final information is being compiled. 25/10/07 - Significant reductions only possible by monitoring dry recyclables and other associated waste origins such as side waste.	Tolerated	High	Medium		

3	Clean, green and safe	To reduce the fear of crime.	Reputational	The fear of crime by members of the community remains high causing damage to the Authorities reputation.	Directors Group	03/07	Community Protection Group in place to co-ordinate work on reducing crime and the perceptions of crime. Implementation of Street lighting PFI	high	high	Communication/Publicity plan in place. Targets set and monitored. CPG group have set up a Priority Intervention Team specifically to provide community reassurance. Commence operational aspects of the contract to ensure delivery.	Mike Freestone, Dorne Kanareck	25/10/2007	Contract has been running for 15 months. Core Investment Programme is behind schedule. Action is being taken and targets set to bring the programme back in line by the end of October 2007. 25/10/07 - After initial slow start recent progress has been improving and catching up with programme, a real improvement on the Q1 position has been made.	Tolerated	High	Medium		
4	Strong and healthy	Delivering equality of service to all residents	Strategic	Differential needs of communities poorly understood or not addressed, thereby leading to poorer outcomes and missed targets.	Directors Group	03/07	Single Equalities scheme in place. Reviews at First Stat and F&PR	high	high	Six monthly assessment of actuals vs target with corrective actions introduced where necessary.	Jill Stansfield	19/06/2007	Single Equalities scheme approved by Council. Working with Resources - Business Development Manager to include monitoring in the F&PR and First Stat reviews.	Open	medium	high		
5	Supporting the vulnerable	Maximise the independence of older people and those requiring care or support.	Operational	Insufficient range of social care services provided with poor choice of access and ineffective management of the	Directors Group	03/07	This is covered by the Adult Social Services Vision Action Plan	high	high	Regular reviews of the progress towards the actions identified in the Vision Action Plan will ensure close monitoring of this risk.	Irene Findlay	26/05/2007	Vision Action Plan created and published. Clear roles and responsibilities defined.	Open	low	high		
6	Supporting the vulnerable	Deliver the Housing Strategy to increase the availability of affordable housing and provide real alternatives to homelessness.	Strategic	Low cost home ownership products developed that are not in demand or affordable	Directors Group	03/07	Regular monitoring of the individual schemes, products and of their take up, sales and prices.	high	high	All low cost home ownership advertised on Home Connections. Marketing list to gauge and quantify demand and to target marketing. Recently had a high number of shared ownership sales - demand is greater than supply. Open market homebuy programme which is a small in Barnet compared to shared ownership is struggling nationally and the Housing Corporation are looking to attract more financial institutions to be involved. Information on Open Market Home Buy sent to all Council tenants who were working in March 07.	Nigel Hamilton, Lorraine Butler	22/01/2008	Annual targets set to be taken forward in 2008 corporate plan	Open	Low	High		
7	A bright future for children and young people	Maintaining child protection	Strategic	Sustainability of the substantial progress made with respect to outcomes for our most vulnerable	Directors Group	03/07		high	high		Gillian Palmer	22/05/2007	Superseded by risk 12	Closed	low	low	22/05/2007	Gillian Palmer

8	More choice, better value.	Better outcomes for the Community through effective partnerships	Operational	Ineffective governance arrangements for partnerships. Poor services delivered through partnerships and low levels of satisfaction. Partnerships are not accountable, do not add value and objectives are not met.	Directors Group	03/07	<p>Partnership Register includes partnership structures and membership and terms of reference for every partnership within LSP family</p> <p>Partnership agreements in place for members of partnerships to commit resources and their agreement to be challenged</p> <p>Partnership agreements in place for all relevant partners to commit to delivering LAA targets</p> <p>Performance management through quarterly performance updates to each Partnership Board, a quarterly exception report to the LSP and a full six monthly performance report to the Community Steering Group</p>	high	high	<p>Updating of partnership register</p> <p>Internal Audit to undertake Audit of partnership guidelines, partnership register, partnership agreements, governance and risk management arrangements</p>	Andrew Nathan, Jeff Lustig	29/01/2008	<p>Register of LSP partnerships in place. Audit still in progress. DCG reviewing governance arrangements. Partnership guidance being revised and launch of register and guidance to officers discussed with Lead Member- no specific date as yet. 29/10/07 - Partnership guidance to be revised as part of response to Audit recommendations. Report on governance arrangements, taking on board latest govt guidance on their advisory nature, made to LSP 17 Jan 2008. LSP to adopt revised constitution following approvals from partner bodies, including Council, 27 March 2008 Partnership guidance to be updated for 31 March 2008 using Use of resources Project Board as sounding board. DCG to make arrangements through Constitutional Review sub committee to enshrine council's participation in partnerships New risk register for LSP to be considered at 27 March meeting.</p>	Open	medium	high		
9	More choice, better value.	Effectively manage the change agenda to deliver fit for purpose services.	Strategic	Organisation resistant to change and services don't meet client needs.	Directors Group	03/07	<p>An effective risk management approach at corporate, service and project level ensures that change risks are managed.</p> <p>A system of project and programme monitoring through the Project Support Team and the Capital and Assets Group is being put in place</p> <p>Budget and Performance Management systems identify and an early stage and seek to problem solve potential impact of change agenda on performance</p>	high	high	<p>An OD and Change Team has been established to provide support and development to service going through change programmes and share practice</p> <p>The project methodology implemented provides for better identification and management of change issues</p> <p>The Council's Managing Change policy provides an agreed framework for managing the HR aspects of change</p>	Nick Walkley	20/03/2008	<p>Project management methodology now supplemented by business process and change management toolkit. Update 17/01/08: Directors Group agreement to new work on future of organisation Planning and consultation has commenced. Other change programmes now in delivery phase Updated 20/03/08 - Scoping phase of new organisation work commenced, work stream owners identified and programme management in place.</p>	Open	medium	Medium		

10	More choice, better value.	Maximise residence satisfaction levels	Operational	Perception remains that "the Council doesn't do enough for people like me", and our lead over other London boroughs continues to erode.	Directors Group	03/07	Recommendations in Directors Group paper.	high	high	Paper going to CDG 02/05/07 with analysis and recommendations for approach and specific actions.	Sean Powley, Emer Coleman	29/10/2007	Focus groups undertaken by consultation demonstrated respondents did not understand the question and therefore the validity of the survey response is questionable. Corporate decision now taken to establish a project board to develop approaches to qualitative research to support quantitative research. update 20/03/08 - -Research ongoing around different methodologies for more open conversations with residents	Open	Medium	Medium		
11	More choice, better value.	Set Council Tax increases in line with the Medium Term Financial Strategy and maintain adequate reserves and balances.	Financial	Financial risks arising from council activities and projects, and factors outside the council's control (eg, Government grant levels and litigation).	Directors Group	03/07	Effective financial forward planning, incorporating financial risk register. Budget Board Corporate Assets Groups (CAG) Regular budget and debt monitoring, and reporting to CRC.	high	high	1. Inclusion of Financial Forward Plan in the Budget Report to Council in March 2007, which modelled different scenarios for service pressures. This sets the overall framework for 2008/09 budget development. 2. Reporting of a comprehensive corporate financial risk register in the Budget Report, and the inclusion of costed updates in monitoring reports to CRC. 3. Report to Council Directors Group on 3 May 2007, which reviews the 07/08 budget process and sets the scene for 2008/09. 4. Cabinet event planned for July 2007.	Clive Medlam	21/01/2008	23/10/07 - Progress with the 08/09 budget was last discussed at KPB on 09/10/07. We are still a significant way from bridging the forecast resource gap, partly due to the identification of emerging pressures. Directors and HoS told to go back and review pressures and seek further savings, ahead of Member Challenge meetings in November. CSR07 has been announced and indicates a real grant increase of just 1% nationally, but without information on floors and ceilings we are still in the dark and need to continue assuming minimal (or nil) grant increase. CSR07 has helped us track likely movement on specific grants, although significant risk now over grants vint into the LSP/LAA arrangements 21/01/08 Update - Budget headlines for 2008/09 were finalised at the target 3.5% (below RPI) and were announced at Council in Dec 07. Work on the 2009/10 and 2010/11 will start early in 2008.	Open	medium	high		
12	A bright future for children and young people	To improve outcomes for vulnerable children (to be healthy, safe, enjoy and achieve, make a positive contribution and achieve economic well being)	Strategic	Outcomes for vulnerable children do not improve.	Gillian Palmer	05/07	Clear priorities and performance measures to improve outcomes are agreed by CYPSPB and Cabinet and set out in Barnet's Children and Young People Plan/KPP	Medium	High	Priorities of CYPP embedded in service plan and team plans. Corporate and service level performance management cycle in place and fully operational.	Gillian Palmer	01/04/2008	Recent APA confirms decisive response to JAR recommendations and rigorous performance management within the service.	Closed	Low	High	01/04/2008	Council Directors Group action taken has removed the risk to the authority and therefore this will be dealt with at service level