

## Corporate Risk Register – Q1 DRAFT

The following risk register represents those risks in place at the time of reporting at quarter 1, the mitigation strategies in place for each risk and the proposed treatment of each risk. The risk register has been compiled as a result of risk champions across the Council and is subject to challenge and discussion at Delivery Board and Strategic Commissioning Board prior to reporting to Members.

IMPACT	SCORE	PROBABILITY				
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
5	Catastrophic	0	0	0	0	0
4	Major	0	0	4	3	0
3	Moderate	0	0	1	0	1
2	Minor	0	0	0	0	0
1	Negligible	0	0	0	0	0

Since the last report (May 2013) the new risk assurance operational model came into effect, with risks structures and the risk management framework (policy and procedure) updated accordingly, ensuring an effective and a continuously developing process that systematically addresses risk now and in the future. The risk register reflects this development, with the identification and addition of risks deemed consequential to the achievement of the strategic objectives. These strategic, forward facing risks include a risk on people, a Barnet 'place' risk, demographic change and population increase risks. Existing risks which have been reviewed and updated include risks covering welfare and benefit reform, waste, information management, resident engagement and housing supply. This is the first quarter that partner risks (The Barnet Group, Public Health and HB Public Law) were reported as part of quarterly performance and work will continue to ensure that risk structures, retained risks and joint risks with partners are identified through the risk management process, treated and escalated as appropriate.

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<b>People:</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service	Major 4	Possible 3	Medium-High 12	<b>Preventative:</b> To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the	Treat	Quarterly	Moderate 3	Possible 3	Medium-High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>delivery and on-going change and innovation required to achieve its long term goals.</p> <p><b>Cause:</b> The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p><b>Consequence:</b> The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>				<p>generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p><b>Detective:</b> Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.</p>					
<p><b>Welfare and Benefit Reform:</b> there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change.</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> Welfare Reform Programme (including partners) in place to determine impact and to determine the design of the new scheme in place to deliver welfare and</p>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

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Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>Likelihood that there will be direct operational increases from implementing a new system, potential for cost pressures from central government to local government, and there may be a transfer of costs from one council to another.</p> <p><b>Cause:</b> Central Government has committed to a programme of welfare reform, aiming to simplify the benefits systems, create the right incentives to get more people into work, protect the most vulnerable, and deliver fairness to tax payers and to those claiming benefits</p> <p><b>Consequence:</b> potential to negatively affect those economically disadvantaged within the community.</p>				<p>benefit reform. A crisis fund is being developed includes a local allocation of £2m in Discretionary Housing Payments for 2013/14. Actions to manage housing supply</p> <p><b>Detective:</b> Performance indicators in place to determine impact on housing and social care demand, NEETs Development of an implementation plan to monitor</p>					
<p><b>Financial Position:</b> Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in</p>	Major 4	Possible 3	Med High 12	<p><b>Preventative:</b> The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p><b>Detective:</b> Budget monitoring (revenue and capital) and financial management</p>	Tolerate	Quarterly	Major 4	Possible 3	Medium High 12

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p><b>Cause:</b> Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p><b>Consequence:</b> Additional pressure and by implication cost in the delivery of services, reduction in income, coupled together providing a challenge for the Council's economic position.</p>				<p>standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy with contingency planning for delayed commencement of NSCSO/DRS contracts.</p>					

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Major 4	Likely 4	High 16				Major 4	Possible 3	Medium-High 12
<p><b>Demographic Changes and Population Growth:</b> There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p> <p><b>Cause:</b> Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p><b>Consequence:</b> Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>				<p><b>Preventative:</b></p> <p>Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data)</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p><b>Detective:</b></p> <p>The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p>	Treat	Quarterly			

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Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p><b><u>Information Management:</u></b></p> <p>There is a risk we will not able to get appropriate data and information through insight, self service to support the customer access strategy</p> <p><b><u>Cause:</u></b> Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p><b><u>Consequence:</u></b> Data is not good enough to drive self service, single view of customer to deliver customer access vision</p>	Major 4	Possible 3	Medium High 12	<p><b><u>Preventative:</u></b></p> <p>Fair processing notices to enable us to compliantly get data we want.</p> <p>Beginning to understand data sources and constraints on them</p> <p>Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly</p> <p><b><u>Detective:</u></b> Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
<p><b><u>Barnet's position as a prosperous suburb</u></b> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><b><u>Cause:</u></b> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less</p>	Major 4	Possible 3	Medium High 12	<p><b><u>Preventative:</u></b></p> <p>Develop 21<sup>st</sup> century suburb vision joining up the relevant strategies/initiatives</p> <p><b><u>Detective:</u></b> Regular meetings with place based services already exist to discuss strategies (housing, street scene). The overarching document will enable more</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

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Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>important wider threats to London as a world city</p> <p><b>Consequence:</b> Barnet becomes less desirable as a place to live and work</p>				<p>effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.</p>					
<p><b>Waste Management and Sustainability:</b> without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.</p> <p><b>Cause:</b> Failure to mitigate rising costs of waste disposal.</p> <p><b>Consequence:</b> Increasing costs to Council exacerbating budget pressures.</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> In-house delivery with stretch model underway for delivery October 2013. NLWA partnership</p> <p><b>Detective:</b> Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan. One Barnet Programme Management until Business as Usual phase</p>	Treat	Quarterly	Major 4	Possible 3	Medium-High 12
<p><b>Housing Supply:</b> A reduction in the supply of private rented sector properties available to households who receive housing benefit due to welfare reform and a highly competitive market.</p>	Moderate 3	Almost Certain 5	High 15	<p><b>Preventative:</b> Barnet Homes are developing access to a supply of homes in more affordable for homeless people. In addition, actions are being taken to prevent homelessness wherever possible and to help people</p>	Treat	Quarterly	Moderate 3	Likely 4	Medium High 12

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Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>Cause: Welfare reform, increase in population and highly competitive market for PRS.</p> <p>Consequence: Increase in homelessness and use of short term temporary accommodation with an associated cost to the council.</p>				<p>access employment</p> <p><b>Detective:</b> Council has established a steering group to ensure that the impact of welfare reform is well managed locally.</p>					
<p>Failure to engage properly with residents</p>	Moderate 3	Possible 3	Medium High 9	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Governance: Constitutional Review will look at Public Participation and improvements.</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website included in phase 2.</p> <p><b>Detective:</b> Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6