

### Corporate Risk Register – Quarter 3

The following risk register represents those risks in place at the time of reporting at quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

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	6	1	1
3	Moderate	0	0	1	0	0
2	Minor	0	0	0	0	0
1	Negligible	0	0	0	0	0

This quarter there are no new risks proposed for inclusion on the SCB risk register. Changes for quarter 3 risks include the re-evaluation of the Welfare and Benefit reform risk which has now moved from the SCB risk register to the Commissioning Group level risk register to be managed. The Waste Management and Sustainability risk rating has been revised from 16 (high) to its target risk assessment of 12 (medium-high) and the resident engagement risk has been updated to reflect legal challenge as a consequence of failing to engage properly with residents and to include controls on the new consultation policy and 3rd sector strategy/resilience. The remaining risks on the risk register; homelessness, demographic changes and population growth, financial position, information management, Barnet’s position as a prosperous suburb have been reviewed and remain a relevant and an accurate reflection of the current risks facing the achievement of the strategic objectives of the council.

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p><b>Homelessness:</b> There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p><b>Cause:</b> The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing</p>	Major 4	Almost Certain 5	High 20	<p><b>Preventative:</b> Developing plans around three areas:</p> <ol style="list-style-type: none"> <li>1. increasing prevention activities, joint working with job centre plus</li> <li>2. increase opportunities of affordable housing supply</li> <li>3. Develop options of affordable supply in more affordable locations</li> </ol> <p><b>Detective:</b> Welfare and Benefit Programme (including partners) in place to determine impact, performance</p>	Treat	Quarterly	Major 4	Likely 4	High 16

APPENDIX E

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>and putting pressure on the supply of affordable housing.</p> <p><b>Consequence:</b> Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>				<p>indicators in place to monitor impact. A mitigation plan is being developed by Barnet Homes to be approved by Strategic Commissioning Board and the Delivery Board. The Delivery Board will then monitor monthly. Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand.</p>					
<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</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> 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> 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</p>	Treat	Quarterly	Major 4	Possible 3	Medium-High 12

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
services, costs spiral, reactive decision making, cuts to front line services or service failure.				Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.					
<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	Possible 3	Medium-High 12	<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>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 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</p>	Major 4	Possible 3	Medium-High 12	<p><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 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></p>	Treat	Quarterly	Moderate 3	Possible 3	Medium-High 9

APPENDIX E

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	Impact	Probability	Rating				Impact	Probability	Rating
<p>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>				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><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 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</p>	Major 4	Possible 3	Medium 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. A piece of work is being undertaken to understand the extent of financial challenges up to 2020, and the options for meeting those challenges (as set out in the July 2013 Cabinet report).</p> <p><b>Detective:</b> Budget monitoring (revenue and capital) and financial management standards being adhered to.</p>	Tolerate	Quarterly	Moderate 3	Possible 3	Medium High 9

APPENDIX E

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<p>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. Together these provide a challenge for the Council's economic position.</p>				<p>Recovery plans and alternative options reviewed in areas with overspend. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p>					
<p><b>Information Management:</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>Cause:</b> Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p><b>Consequence:</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>Information Management Strategy approved (August 2013) and includes a data quality work stream.</p> <p><b>Preventative:</b> 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>Detective:</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

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<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 important wider threats to London as a world city</p> <p><b><u>Consequence:</u></b> Barnet becomes less desirable as a place to live and work</p>	Major 4	Possible 3	Medium High 12	<p><b><u>Preventative:</u></b> Develop 21<sup>st</sup> century suburb vision joining up the relevant strategies/initiatives</p> <p>West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, and jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.</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 effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
<p>Failure to engage properly with residents</p> <p><b><u>Cause:</u></b> The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p><b><u>Consequence:</u></b> Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	Possible 3	Medium High 9	<p><b><u>Preventative:</u></b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>A policy on consultation is under development</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p><b><u>Detective:</u></b> Common understanding of</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6

**APPENDIX E**

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				the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.					