

## Appendix J: Strategic Risk Register (Quarter 1 2016/17)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STRO 01	Sufficient skilled and experienced resources in the marketplace	If there is a challenging recruitment market that impacts the ability to recruit and retain the right staff with the right skills, and causes a lack of stability of senior management, this could lead to limitations in the competency and capability of the workforce to deliver statutory responsibilities and / or corporate objectives resulting in potential legal challenge, impact on financial targets - savings and income, reduced service to residents, reduced residents satisfaction, loss of corporate memory and reputational damage	Chief Operating Officer	Strategic	<ul style="list-style-type: none"> <li>Unified reward package focusing on improving the offer</li> <li>building the councils rep externally</li> <li>tailored recruitment programme</li> <li>graduate and apprentice programme</li> <li>the way we work programme including new offices in Colindale</li> <li>making Barnet a better place to work</li> </ul>	4	4	4	3	12	Treat
STRO 02	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage	Chief Operating Officer	Business continuity	<ul style="list-style-type: none"> <li>Corporate BC Strategy and Plan.</li> <li>Maintenance of BC lead network</li> <li>Quarterly BC meetings</li> <li>Bi-annual BC desktop tests including live reporting</li> <li>Plans in development to test BC arrangements through live scenarios</li> </ul>	4	5	4	2	8	Treat

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STRO 03	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Street Scene Alternative Delivery Model (ADM), Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>• Clear leadership in place through Commissioning Directors</li> <li>• Decision making process is well understood</li> <li>• Governance structure</li> <li>• Member challenge</li> <li>• Annual finance and business planning</li> </ul>	5	4	5	3	15	Treat
STRO 04	In year budget reduction	If there are changes in the national and regional political landscape and legislative changes and local government funding changes that affect LBB services (e.g. Business rate reform), this could lead to a reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage	Chief Executive	Financial	<ul style="list-style-type: none"> <li>• Prudent contingency and reserves</li> <li>• forward planning</li> <li>• regular updating of budget assumptions</li> <li>• monitoring of government fiscal announcements</li> <li>• Good contacts with Central Government</li> </ul>	5	4	5	3	15	Tolerate

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STRO 05	Growth assumptions in the budgets	Due to a predication of contracts on income and a strategy that is increasingly focused on income, failure to deliver key transformation programmes and / or a fall in income would result in growth assumptions in the budget not materialising, causing potential failure of contracts and partners pulling out, and deterioration of the council's financial position	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>Prudent contingency and reserves</li> <li>forward planning</li> <li>regular updating of budget assumptions</li> <li>monitoring of government fiscal announcements and contract review and monitoring</li> </ul>	5	4	5	3	15	Tolerate
STRO 06	Complexity of partnership working in the Borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non-achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>Good relationships with strategic partners</li> <li>Alignment of strategic plans</li> <li>Regular update meetings</li> <li>Member and LBB Senior Officer representation and member on key strategic boards</li> </ul>	4	4	4	3	12	Treat

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STRO 07	Significant safeguarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>• Elements of the Practice Improvement Plan that have been implemented (incl. training)</li> <li>• Supervision policy</li> <li>• Practice standards</li> <li>• Quality Assurance activity</li> <li>• Adherence to pan-London safeguarding procedures and processes</li> <li>• Scrutiny and oversight via assurance reports to lead member, SCB Assurance, Barnet Safeguarding Board, Social Work Improvement Board</li> </ul>	5	5	5	3	15	Treat
STRO 08	Challenge to the decision-making process	If due diligence, local views obligations or strength of residents' views are not properly considered by any part of the organisation (retained or commissioned) as part of decision-making for changes to services, this may lead to challenges to the decision-making process resulting in legal challenge, judicial review of process, implications for officers and Members, and reputational damage	Chief Executive	Compliance	<ul style="list-style-type: none"> <li>• Corporate advice and guidance</li> <li>• clearance process</li> <li>• Audit framework</li> <li>• Senior officer oversight</li> <li>• Member oversight</li> </ul>	5	4	5	2	10	Tolerate

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STRO09	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined and realisable or understood by officers and Members, and / or there are inadequate finance controls, this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service, inappropriate decision-making weakening the negotiating position, and financial loss/overspend	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>Contract management framework</li> <li>policy and procedures</li> <li>commercial team</li> <li>SROs</li> <li>contract monitoring</li> <li>Performance and contract monitoring Committee</li> <li>Audit Committee</li> <li>Opportunities for improving highlighted through CSG contract review</li> </ul>	4	4	4	3	12	Treat
STRO10	Potential Fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the Council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage	Section 151 Officer	Financial	Financial Regulations Internal Controls and Standing Orders contract Procedure rules Counter Fraud Framework (Including Whistleblowing Policy) Employee Code of Conduct (including Gifts and Hospitality Policy) HR Policies Audit Committee Dedicated Independent Fraud Team (CAFT) Internal Audit Team (IA) Risk Based joint CAFT and IA work plan Fraud Awareness Programme Fraud Risk Assessments Data Matching initiatives (such as National Fraud Initiative/NFI) Senior Officer Representation on LAG and LBFIG	4	4	3	3	9	Treat

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STRO 11	Impact of change in policies	If there is a change in policies or in priorities across the Council / for specific Committees, this would result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>Decisions made in accordance with legal advice,</li> <li>Corporate forward planning,</li> <li>MTFS, business planning process,</li> <li>member engagement</li> </ul>	4	3	4	3	12	Tolerate
STRO 12	Potential Health & Safety incident or negative impact on wellbeing of Barnet employee, Members and members of the public	If health & safety / compliance policies & procedures are not sufficiently developed, tested or adhered to by officers, Members or the Council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage	Chief Executive	Health & Safety	<ul style="list-style-type: none"> <li>H&amp;S policies and processes around managing compliance</li> <li>5 civic buildings are being managed effectively</li> <li>Plan to identify gaps for other council stock (not implemented)</li> <li>H&amp;S policies, procedures, guidelines available on intranet</li> <li>Training points staff towards information</li> <li>Split service (access to additional H&amp;S advice available as required)</li> <li>Barnet-based staff with H&amp;S knowledge of local issues plus statutory officer in place</li> <li>Barnet-based staff carrying out monitoring activities (including H&amp;S audits and inspections)</li> <li>Systems that collect information on incidents</li> <li>Some advertising on intranet</li> <li>First team messaging to staff</li> <li>Leaflets distributed among workforce</li> <li>Web-based portal for referrals</li> <li>HR lead on some referrals</li> <li>Regular H&amp;S audits and reports to senior officers and Committees</li> </ul>	4	3	4	3	12	Treat

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STRO 13	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Strategic	<ul style="list-style-type: none"> <li>• Corporate Forward Planning</li> <li>• Business planning process</li> <li>• Corporate risk management framework</li> <li>• Audit process</li> </ul>	5	4	5	2	10	Treat
STRO 14	Implementation of Elections reviews	If the Heath Review & the Smith Review into Barnet's election processes & procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Compliance	<ul style="list-style-type: none"> <li>• Recommendations of the Heath review have been implemented</li> <li>• Changes to procedures to ensure correct Register lists are sent to polling stations, were put in place before the EU referendum</li> <li>• Ballot boxes collected a day earlier to give additional time for checks and putting any errors right.</li> <li>• Accommodation is available for the next 12 months, and after Colindale offices are commissioned.</li> <li>• A short list of appropriate spaces to hire exists.</li> <li>• Special leave policy has been implemented to ensure sufficient resources will be in place</li> <li>• Training revised to cover checks to accuracy of register</li> <li>• Call centre opened for longer hours with calls going straight to an advisor</li> <li>• Dave Smith wider election review to go to GFC in November 2016; officers will set out plan for implementation of review recommendations</li> </ul>	4	4	4	3	12	Treat

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STRO 15	Effective running of the democratic process	If there was an inability to deliver elections in compliance with national legislation and statutory guidance, due to poor processes or inadequate resources (finance, people, accommodation etc.), it could lead to the successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Compliance	<ul style="list-style-type: none"> <li>Monthly election meetings chaired by the Returning Officer to track progress and issues</li> <li>Recommendations of the Heath review have been implemented</li> <li>Action plan to be developed implementing wider recommendations within reasonable timescale with additional resources as necessary</li> <li>Improvements to communications system so all elections staff can receive a text at the same time with instructions.</li> <li>Team is currently adequately resourced, with good skills and experience</li> <li>Close liaison with the Electoral Commission</li> </ul>	4	4	4	2	8	Treat

**Key**

Score:		PROBABILITY					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic	Moderate	Medium / High	High	High	High
	4	Major	Moderate	Medium / High	Medium / High	High	High
	3	Moderate	Low	Moderate	Medium / High	Medium / High	High
	2	Minor	Low	Moderate	Moderate	Medium / High	Medium / High
	1	Negligible	Low	Low	Low	Moderate	Moderate