

Appendix J: Corporate Risk Register (Quarter 2 2016/17)

Strategic risk register

(sorted by Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STR011	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	Business continuity	Decisions are made in accordance with legal advice, and the council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFS and business planning process, and members are fully engaged.	4	3	4	3	12	Tolerate
STR013	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	Business continuity	The council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	4	5	2	10	Treat
STR002	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	The council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	5	4	2	8	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STR007	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	Compliance	Elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity. We adhere to pan-London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board	5	5	5	3	15	Treat
STR006	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	Compliance	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	4	4	3	12	Treat
STR009	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	Compliance	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	4	4	4	3	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STR014	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	<p>The recommendations of the Heath review have been implemented. Changes to procedures to ensure correct Register lists are sent to polling stations were put in place before the EU referendum.</p> <p>Ballot boxes are now collected a day earlier to give additional time for checks and putting any errors right. Accommodation is available for the next 12 months, and then in the Colindale offices. There is also a short list of appropriate spaces to hire.</p> <p>Special leave policy has been implemented to ensure sufficient resources will be in place, and training has been revised to cover checks to the accuracy of the register.</p> <p>The call centre now opens for longer hours with calls going straight to an advisor.</p> <p>A wider election review will go to GFC in November 2016, and officers will set out plan for implementation of the review's recommendations.</p>	4	4	4	3	12	Treat
STR008	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	<p>Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions. The audit framework also helps to control this risk.</p>	5	4	5	2	10	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STRO15	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	Monthly election meetings are chaired by the Returning Officer to track progress and issues, and the recommendations of the Heath review have been implemented. An action plan will be developed implementing wider recommendations within reasonable timescales, with additional resources as necessary. Improvements to the communications system have been made, so all elections staff can receive a text at the same time with instructions. The team is currently adequately resourced, with good skills and experience, and close liaison is being maintained with the Electoral Commission.	4	4	4	2	8	Treat
STRO03	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	Financial	We have clear leadership in place through our Commissioning Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge. Our annual finance and business planning processes also support this.	5	4	5	3	15	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STR004	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 MTF5 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"> Prudent contingency and reserves forward planning regular updating of budget assumptions monitoring of government fiscal announcements Good contacts with Central Government 	5	4	5	3	15	Tolerate
STR005	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	Financial	We have prudent contingency and reserves in place. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. We also maintain good contacts with Central Government, to remain as informed as possible.	5	4	5	3	15	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STRO 10	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	<p>The council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy.</p> <p>The council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place.</p> <p>There is oversight by the Audit Committee, the dedicated independent fraud team (CAFT), and the internal audit team. The CAFT and Internal Audit have a risk-based joint work plan Fraud Awareness Programme.</p> <p>Fraud Risk Assessments Data Matching initiatives (such as National Fraud Initiative/NFI) Senior Officer Representation on LAG and LBFIG</p>	4	4	3	3	9	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
STRO12	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	<p>H&S policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented).</p> <p>Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these.</p> <p>There is a "split" service, allowing access to additional H&S advice available as required, but alongside Barnet-based staff with H&S knowledge of local issues carrying out monitoring activities (including H&S audits and inspections) as well as a statutory officer in place.</p> <p>We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees</p>	4	3	4	3	12	Treat
STRO01	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	Staffing & Culture	There is a new unified reward package, focused on improving the offer to the market. We are building the council's reputation externally, and have a tailored recruitment programme in place, as well as a graduate and apprentice programme. Our "The Way We Work" programme includes new offices in Colindale, and we are overall making Barnet a better place to work.	4	4	4	3	12	Treat

Escalated service risks (scoring 15 and above)

(sorted by Delivery Unit, then Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
Adults and Communities											
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty.	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.	5	5	5	4	20	Treat
AC003	Unacceptable level of quality of services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, and financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, and reputational consequences.	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.	4	5	4	4	16	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
AC001	Increased overspend to meet statutory duties	Adults & Communities Delivery Unit could have insufficient starting budget to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Compliance	The council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Joint Strategic Needs Assessment will identify future demand pressures, and the council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative New Delivery Vehicle which focus on reducing demand for services.	5	5	5	4	20	Treat
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Compliance	System-wide, resilience monies have been made available and these can be used to buy in extra capacity, subject to agreement by the NHS-led Improvement Board. There are monthly system resilience and operational resilience meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver action plans. Daily conference calls are in place to deal jointly with events as these happen.	4	5	3	5	15	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
AC008	Non-adherence to safeguarding policies and procedures	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to non-adherence with policies and procedures (specifically safeguarding within the Care Act, and London-wide safeguarding policies and procedures), resulting in death or serious harm to individuals, legal challenge, financial loss, decreasing staff morale due to greater pressure and reputational damage.	Head of Safeguarding Adults	Compliance	<p>Staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, to monitor supervision (and responds to, for example, e.g. supervision and other quality audits taken place). Regular case file audits take place (using a pool of auditors from across the Department).</p> <p>Monthly reporting to leadership team on safeguarding activity Monthly quality and safeguarding meeting with DASS, includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) also meets regularly.</p> <p>Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.</p>	5	4	5	3	15	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
AC01 1	Breach of Mental Capacity Act or Code of Practice	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to breach of the Mental Capacity Act or Code of Practice, resulting in Barnet not acting in someone's best interest (Mental Capacity Act), and as a result serious harm to individuals and/or the ongoing impact of such a breach on an individual's life; legal challenge, financial loss (legal costs) and reputational damage.	Assistant Director Social Care	Compliance	<p>As with safeguarding, staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department).</p> <p>Monthly reporting to leadership team on safeguarding activity Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted.</p> <p>The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.</p>	5	4	5	3	15	Treat

The Barnet Group

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
TBG001	Unviable cost of development schemes	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission <p>which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda.</p>	Strategic Lead Housing	Financial	<p>Membership of professional bodies provides access to market intelligence. We undertake sensitivity analysis/stress testing of the financial business plan, with external support.</p> <p>There is a permanent team in place with relevant skills, and professional support from a team of advisors. TBG's governance structure, and reporting and to the senior leadership of the council and project boards, also contributes.</p> <p>Upfront work is undertaken with RE to ensure schemes are viable (e.g. planning), and there are upfront surveys of sites.</p> <p>There is also a stakeholder engagement plan, the council's project management toolkit, and council resource in place to support TBG. The council has agreed to use RTB receipts to help fund the scheme. Finally, there is an agreed procurement strategy</p>	5	4	5	3	15	Treat
Commissioning Group											

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
SPPC 011	Depot Relocation - Service Disruption	Potential unsuccessful delivery of depot project could lead to inefficient fragmentation of services delivered from depots resulting in service disruption, poor customer satisfaction, financial impact, loss of operating licence, and/ or reputational damage.	Chief Operating Officer	Compliance	<p>There is service representation on governance boards, with regular engagement with senior managers across services, and the detailed requirements are understood. Project management methodology is being utilised, with detailed project plans and risk registers, and we have a contracted delivery partner. Additional resources for coordination of service transition have been agreed.</p> <p>The initial moves are progressing well, such as the Passenger Transport Service, which has moved to North London Business Park. Construction of the new site at Oakleigh Road is progressing to plan.</p>	5	4	5	3	15	Tolerate
Customer and Support Group (CSG)											
CSG1 3	IT service obsolescence	Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly, with many approaching end-of-life, resulting in outdated and unusable systems, poor-performing systems and potential security breaches	Head of Information Management	Business continuity	<p>Network design is validated through Public Services Network certification and Capita third party assurance.</p> <p>Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure.</p> <p>Capacity checks on wireless network are currently taking place to increase speed and resilience.</p>	4	5	4	4	16	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
CSG12	IT service failure	Poor or non-maintenance by supplier of IT infrastructure, network services and applications at desired levels of speed resilience and security due to mismanagement and/or inadequate technical specification, leads to an IT service failure resulting in loss of critical service provision and associated ability to provide service continuity with accompanying reputational damage and cost to remedy (and potential litigation in event of breach of statutory obligations)	Head of Information Management	Business continuity	To address this risk, we have a validated network design and dedicated infrastructure staff. Network design is validated through Public Services Network certification and Capita third party assurance. Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure. Capacity checks on wireless network are currently taking place to increase speed and resilience.	5	4	5	3	15	Treat
Family Services											
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Assistant Director, Social Care	Health & Safety	Elements of the Practice Improvement Plan have been implemented (including training). Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive. Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	5	5	4	4	16	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Head of Youth & Family Support	Health & Safety	Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gang's operational group, and a gangs, missing and child sexual exploitation strategic group. Our gang's operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project.	5	5	4	4	16	Treat
FS011	Inability to recruit and retain qualified staff	A challenging job market could lead to an inability to recruit and retain sufficiently qualified permanent staff resulting in reliance on agency workers, impacting on budget, inability to carry out quality work, lower morale, significant safeguarding incident	Assistant Director, Social Care	Staffing & Culture	Our Practice Improvement Plan includes a workforce recruitment strand. There is also an organisational development workforce board, and a market factors supplement is available. An innovative model is in place which is successfully converting agency social workers to permanent contracts.	5	5	4	4	16	Treat
Regional Enterprise (Re)											
RE001	Development pipeline: Property build exceeds target cost	LBB is unable to commission the construction of the properties specified within the development pipeline at the target cost defined within the business plan due to: - construction inflation - team skills and experience, or - ineffective management of delivery. All of this could result in reduced profit or loss on properties, potential abandonment of the project and lost sunk costs, reputational damage.	Commissioning Director, Growth & Development	Financial	Development management is provided by GL Hearn. There is a project management toolkit (including the gateway process). There is also contingency within the target cost. This work is the subject of a competitive procurement process. Current contractor prices are being challenged through a benchmarking process. Schemes have been reappraised and value engineered at supply chain costs. Negotiations with the selected contractor are continuing.	4	5	4	4	16	Treat

Key

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

Treat	Implement controls and/or mitigations
Terminate	Avoid the activity that gives rise to the risk
Tolerate	Take the risk
Transfer	Outsource the activity; purchase insurance