

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
<b>Strategic risks (19)</b>												
STR004	Future financial pressures and uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further 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. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Finance	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	20	5	2	Tolerate	Same
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	Statutory duty	Children: 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 Children's Services Improvement Board  Adults: adherence to the London multi-agency safeguarding adults Policy & Procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults committee and HWB annually.	5	3	15	5	3	Treat	Same
STR003	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, 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	Finance	We have clear leadership in place through our Strategic Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge through Performance and Contract Management Committee and Theme Committees. Our annual finance and business planning processes also support this.	5	3	15	5	2	Treat	Same
STR020 (New)	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director, Community & Well-being	Compliance	A joint programme board is in place to drive delivery with escalation routes agreed into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. Assurances have been sought in relation to information governance controls within the programme.	5	3	15	1	1	Treat	New

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STR021 (New)	Delivery of Ofsted Improvement Plan	The Ofsted Improvement Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Strategic Director of Children and Young People	Compliance; Reputational; Staffing and Culture	Delivery of robust action plan to take recommendations forward Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
STR001	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.	Assistant Chief Executive	Compliance	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	3	12	4	2	Treat	Same
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	Statutory Duty	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	3	12	4	2	Treat	Same
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 workload 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. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all councillors and senior management.	4	3	12	4	3	Tolerate	Same
STR012	Potential Health & Safety incident or negative impact on wellbeing of Barnet employees, 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 and safety	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). 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. 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. We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees.	4	3	12	4	2	Treat	Same

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STR008	Successful challenge to the decision-making process	If statutory obligations to consult as are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in, judicial review of process, which has implications for officers and Members, and could lead to reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	2	10	5	2	Tolerate	Same
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	2	10	5	1	Treat	Same
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around H&S (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach; financial loss, personal injury or death.	Director of Resources	Health and safety	H&S policies and processes for managing compliance in respect of the council's estate and homes are in place; H&S audits and inspections are carried out in accordance with policy; and fire risk assessment (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	2	10	5	1	Treat	Increased
STR010	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	Finance	The Council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy. The Council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place. There is oversight by the Audit Committee, a dedicated fully qualified independent fraud team (CAFT), and an internal audit team.  The CAFT have a risk-based joint work plan (with Internal Audit) and also conduct proactive fraud drives and also the Fraud Awareness Programme and advice. CAFT conduct Fraud Risk Assessments and Data Matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and also are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	3	3	9	3	3	Treat	Same
STR016	Neglecting Corporate Parenting duty	The Council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in 'care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Strategic Director of Children and Young People	Statutory Duty	A joint motion by Councillors to Full Council in November 2015 resulted in a the Barnet Care Leavers Pledge. The Child in Care council has been refreshed and the advocacy service is active across Family Services. A Children's Services improvement plan is being implemented The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, including through the PEP process. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners	3	3	9	3	2	Treat	Same

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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	Deputy Chief Executive	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	2	8	4	2	Treat	Reduced
STR009	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined or understood then this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service or a financial loss/overspend	Chief Executive	Statutory Duty	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	2	8	3	2	Treat	Same
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) exposes IT networks to attacks that seek to compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Director of Resources	Business Continuity	Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades.	4	2	8	4	1	Treat	Same
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) that disrupts IT networks leading to a loss of access to information assets and disruption to council services.	Director of Resources	Business Continuity	Incident management policies in place to improve resilience, and support business continuity, including regular assessment of information assets.	4	2	8	4	1	Treat	Same
STR014	Implementation of Elections reviews	If the recommendations of 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 - raising the risk of: a successful challenge of election results, the loss of confidence in the electoral function, and ultimately a court ruling to re-run an election (with subsequent financial consequences and reputational damage)	Chief Executive as the Returning Officer	Statutory Duty	The recommendations of the Heath review were implemented (May/June 2016). The wider electoral services review independent Smith review was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the Council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	3	2	6	3	2	Treat	Reduced

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<b>High level service risks</b>												
<b>Adults, Communities and Health (6)</b>												
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. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	4	3	Treat	Same
AC003	Unacceptable level of quality 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, 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, reputational consequences	Head of Integrated Care Quality	Compliance	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. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	3	3	Treat	Same
AC027	Implementation of new IT systems	Implementation of a number of new IT systems within Adults and Communities could lead to the risk that systems are not completely understood, remedial work is required to develop complete and accurate configuration, further training is required and processes are delayed or slowed, leading to risk of harm to individuals, lack of compliance with statutory duties, reduced financial control.	Assistant Director, Community & Wellbeing	Business continuity	The Council works closely with delivery partners including Capita and with the corporate IS function to ensure systems are implemented effectively and meet business needs. The Delivery Unit works closely with programme teams to ensure the scope of work is clear and the highest priority items are identified and completed as quickly as possible. Joint programme boards ensure risks and issues are highlighted and escalated to the senior management structures of both organisations. Use is made of assurance mechanisms including internal and external audit and specialist technical assurance commissioned as and when needed. For Barnet/Capita projects, there is a clear escalation line into the Barnet/Capita Partnership, which is tasked with ensuring issues are resolved rapidly and to the long term benefit of the Partnership.	4	4	16	1	1	Treat	New
AC019	Capacity in the provider market	Market conditions could create shortages in both generalist and specialist service provision (such as specialist accommodation or Personal Assistants) which in turn could drive up placement prices and challenge the Council's ability to meet service users' needs in accordance with its strategic objectives or within the desired budget.	Interim AD JCU	Compliance	The Council has developed commissioning strategies and a five year commissioning plan which is updated each year to ensure the market is kept informed about current and future direction. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. 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.	4	4	16	2	2	Treat	Increased

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AC001	Increased overspend in 2017/18 to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources 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, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, 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 Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.	5	3	15	3	3	Treat	Same
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 money is available on top of BCF and IBCF funding. These are used across a number of activities whether to create extra capacity, increase assessment capability or support new initiatives such as Discharge to Assess. There are monthly meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver actions across the system. These include the A&E Delivery Board & Urgent Care Transformation Programme. There are regular calls throughout the week which focus on management of patients who are delayed in hospital.	3	5	15	3	3	Treat	Same

## Children and Young People (3)

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.	Operational Director, Early Help, Children in Need and Child Protection	Statutory Duty	The Ofsted Action Plan has been developed - building on previous work to strengthen the service. Delivery of the plan is monitored regularly and overseen by a Board. Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice 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.	4	4	16	4	3	Treat	Reduced
FS023	Delivery of Ofsted Action Plan	The Ofsted Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Director of Children's Services	Statutory Duty	Delivery of robust action plan to take recommendations forward. Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
FS019	Relocation of unaccompanied minors	The relocation of unaccompanied minors and increase in UASC could lead to increases in the child in care population, resulting in budgetary pressures	Operational Director - Looked After Children and 0-25	Statutory Duty	Roll-out of Signs of Safety to build resilience in families. Family Group Conferencing service Contingencies in the budget for meeting the target group of UASC	4	4	16	3	2	Tolerate	Increased

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<b>High level joint risks</b>												
<b>Barnet Group (1)</b>												
TBG009	Ensuring availability of funding for meeting best practise in fire safety	Financial risk due to extended H&S checks following Grenfell Tower Fire.  There is a risk of escalating costs associated with requirements to ensure the safety of council tenants and leaseholders and meet the Council's wish to exceed the statutory minimum requirements and deliver best practise in relation to fire safety for council dwellings.	Strategic Lead Housing	Financial	HRA Business Plan has been updated and shown to be able to support £17.5m investment agreed by Housing Committee Oct 2017 Barnet Homes have provided costed and prioritised programme of fire safety improvements and housing committee has agreed to fund category 1 works Working with other London authorities to seek additional HRA flexibilities to meet cost of works Housing Committee has agreed to defer some works until outcome of Govt. Review of fire safety regulations expected Spring 2018.	4	4	16	4	3	Treat	New
<b>Customer Support Group (2)</b>												
CSG26	Inadequate Awareness of LBB staff	Inadequate security controls & governance training for LBB staff could lead to loss of sensitive personal information or breach of data protection resulting in contractual & DPA breaches, breaches of PCI compliance obligations, penalties & compensation	Information Security Manager	Information Governance	Training and awareness of all LBB staff in place Regular briefings and reminders PSN compliance in place and Capita group security standards applied to all projects Council Security forum, PEN tests, PCI tests and PSN compliance assessments in place and reviewed annually Audits completed on processes and controls with good compliance reported	5	3	15	2	2	Treat	Same
CSG38	Income target	As a result of staff turnover and service transformation, the service may fail to develop income quick-wins necessary to meet budget income target, resulting in a shortfall in reaching the income budget figure and a failure to offset the forecasted o/s in the managed budgets	Head of Estates	Finance	The new SIP and structure is fundamental to meeting income targets. the new structure will have increased expertise and capacity to enable enhanced income generation for the council. in the short term the Estates Service has the ability to draw on wider Capita resource if required. There is increased senior management resource and focus on these activities.  Plan - CSG is reviewing its case priorities to identify resources who will lead on the quick win initiative programme, this will work in conjunction with the investment model.	3	5	15	1	1	Treat	Same