

Appendix A: Corporate risk register Q4 2017/18

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
Strategic Risks (22)											
STR020	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 and Well-being (Adults)	Statutory duty	<p>A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), with escalation routes agreed into the Barnet Partnership senior structures.</p> <p>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.</p> <p>Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified.</p> <p>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.</p> <p>Assurances have been sought in relation to information governance controls within the programme.</p>	5	4	20	1	1	Treat
STR004	Future financial pressures and funding 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. 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	4	4	Treat
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, Colindale office relocation, 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
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	<p>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.</p> <p>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.</p> <p>Adults: adherence to the London multi-agency safeguarding adults policy and procedures. We have a training programme and supervision policy and practice standards. Our quality assurance programme is in place including case audit, supervision audit, performance monitoring. We reports to SCB Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults Committee and HWB annually.</p>	5	3	15	5	3	Treat

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STR021	Delivery of Ofsted Improvement Action 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; also this may result in negative monitoring reports and future inspection outcomes.	Strategic Director of Children and Young People	Statutory duty	<p>Delivery of robust action plan to take recommendations forward.</p> <p>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.</p> <p>Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme.</p> <p>Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the council to support improvement (including support services).</p> <p>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).</p>	5	3	15	3	2	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction; failure to discharge statutory duties; and financial costs	Deputy Chief Executive	Business continuity	<p>Contract management framework, with policy and procedures for commercial activity.</p> <p>Contract monitoring takes place monthly with quarterly reporting to Performance and Contract Management Committee</p> <p>Contract register kept under review with checks on financial status of strategic suppliers</p> <p>Contract management arrangements in place, including indicators to identify financial stress</p> <p>Business continuity plans in place</p>	5	3	15	4	3	Treat
STR024	Tri-borough reorganisation of the Met Police	Reorganisation of the Met Police into a tri-borough format may result in: a dip in performance while the changes take place, police resources previously available to Barnet being reallocated to Harrow and Brent, and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may ultimately lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet.	Commissioning Director, Environment	Statutory duty (the Met Police are responsible for these duties)	<p>Support from the Safer Communities Partnership Board.</p> <p>Regular meetings with the Met Police borough commander.</p>	3	5	15	2	4	Treat

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STR001	Ability to attract and retain scarce skills or those in high demand	If LBB is unable to attract and retain scarce skills or those in high demand within the labour market e.g. children's social workers there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Assistant Chief Executive	Statutory duty	<p>Targeted interventions are underway to attract social workers in adult social care.</p> <p>Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff.</p> <p>A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates.</p> <p>The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way.</p> <p>The council is investing in its training and development offer so that staff can continuously develop within their profession and the council can 'grow its own' in areas of skills shortages.</p> <p>An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters.</p>	4	3	12	4	2	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	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
STR011	Impact of change in policies across the council / for specific Committees	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. Budget for 2017/18 has been approved by Full Council on 30 January 2018.	4	3	12	4	3	Tolerate
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health and safety / compliance policies and 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	<p>Health and safety 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 health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place.</p> <p>We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.</p>	4	3	12	4	2	Treat

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STR025	Contractual disputes due to underperforming commissioned services	The potential for contract underperformance or non-delivery of commissioned services could result in disputes between Barnet and its delivery partners which, if unresolved, could lead to ongoing service delivery underperformance, failure to discharge statutory duties, legal/contractual costs, reputational damage and ultimately commissioned services being brought back in-house with the loss of planned savings and guaranteed income.	Commissioning Director	Finance	<p>Contract performance is measured by:</p> <ul style="list-style-type: none"> -monthly/quarterly/annual measures and indicators -the output specification <p>Contract performance is monitored via:</p> <ul style="list-style-type: none"> -monthly/quarterly performance reports -monthly contract management meetings <p>Dispute resolution is supported by:</p> <ul style="list-style-type: none"> -a jointly managed issues log -the contract dispute resolution processes including escalation to exceptional meetings -legal support from HB Public Law <p>Service continuity is ensured by:</p> <ul style="list-style-type: none"> -provisional service continuity plans 	4	3	12	3	2	Treat
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
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
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around Health and Safety (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 Finance	Health and safety	Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety 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

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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	<p>The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigation are set out in the council's constitution.</p> <p>There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy.</p> <p>The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee.</p> <p>The council has a dedicated fully qualified independent fraud team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which included a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations.</p> <p>The CAFT also conduct proactive fraud drives and also provide Fraud Awareness programmes and advice. CAFT take part national 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.</p>	3	3	9	3	2	Treat
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	<p>A joint motion by Councillors to the full council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children 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, through the PEP process.</p> <p>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.</p> <p>A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers.</p>	3	3	9	3	2	Treat
STR022	Development of Barnet House	Colindale FBC has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Director of Resources	Finance	<p>An investment report has been commissioned and circulated detailing the current and potential liabilities.</p> <p>A BH development options report has been commissioned - March16.</p> <p>Reviewing option agreement to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement.</p> <p>Option on Freehold ceases in October 16.</p> <p>A draft of the Investment Case has been presented to the council for comment with an FBC model.</p> <p>Negotiations with the new freeholder are planned to facilitate and early lease termination.</p>	3	3	9	2	3	Tolerate

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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
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
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
STR026	Full and compliant delivery of the election	There is a risk that some element within the delivery of the Local Government Elections (3 May 2018) is not duly completed and fully compliant with electoral legislation, Electoral Commission guidance or is otherwise non-transparent and poorly completed - that there is high-profile dissatisfaction with the declared results or that one or more of the results is challenged by an election petition following declarations.	Chief Executive as the Returning Officer	Statutory duty	The May 18 Local Elections (M18LE) project has developed a full risk register that is managed by the Elections Project Manager and signed off by the Chief Executive/Returning Officer at the regular and frequent Elections Board meetings. The risk register contains all (currently 17) identified and mitigated risks controlled within five categories: Manpower, Methods, Machines, Money and Management.	4	2	8	4	1	Treat
High Level Service Risks (10)											
Adults and Communities											
AC001	Increased overspend in 2017/18 to meet statutory duties	The Adults and 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 Priorities and Spending Review 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 which focus on reducing demand for services and finding more creative ways to manage complex need.	5	4	20	3	3	Treat

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AC028	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 And Wellbeing	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	4	20	1	1	Treat
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 And 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
AC031	Lack of financial control	Delays in resolving issues following the move to the new case management system have limited the ability for the Council to produce routine budget reports. There is a risk that with limited financial reporting, reliant on work arounds, that budget issues are not identified and addressed in a timely fashion.	Assistant Director Community And Wellbeing	Finance	Investing in IT programme team to expedite development of required functionality. Alternative methods for financial reporting to be utilised.	4	4	16	1	1	Treat
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 - Health and Safety 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 delivery unit's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	4	3	Treat
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 business as usual, 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 delivery unit's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	3	3	Treat
Public Health											

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PH06	Pandemic Influenza type disease outbreak LA business continuity risk	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Registers for both Barnet and Harrow. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)].	Director of Public Health	Statutory duty	London Boroughs of Barnet and Harrow Multi-Agency Pandemic Influenza Plans (2017). LB Barnet Pandemic Influenza Action Plan and Risk Matrix (2017). Delivery Unit Business Continuity Plan (including Long-Term Loss of Staff considerations). National and Regional Plans and Guidance including: The UK Influenza Pandemic Preparedness Strategy (2011), The London Resilience Partnership Pandemic Influenza Framework (v.6 2014), Health and Social Care Influenza Pandemic Preparedness and Response Guidance (2012), Local Authority threat specific plans, Business Continuity Plans and multi agency partner Pandemic Influenza and Business Continuity Plans. Borough Resilience Fora Pandemic Influenza annual reviews and thorough training and exercising programmes in line with best practice. Exercise Corvus (Public Health England led off the shelf Pandemic Influenza exercise) has been delivered in both boroughs prior to Exercise Cygnus (National Pan 'Flu exercise). Continued cyclical planning, development, training/exercising, risk analysis and review by the BRFs in line with current and emerging local, regional and national guidance.	5	4	20	4	4	Treat
Children and Young People											
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 chaired by the Chief Executive. 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
FS023	Delivery of Ofsted Improvement Action Plan	The Ofsted Improvement 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	- Development 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
Environment											
PI014	Winter Service	Unable to serve three eastern routes due to relocation to Harrow which has increased travelling times.	Commissioning Director and Strategic Lead Effective Borough Travel	Business continuity	Investigating all options for satellite sites which are closer to the three eastern routes.	5	3	15	5	2	Tolerate

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High Level Joint Risks (3)											
Customer Support Group											
CSG56	Pension scheme member data inaccurate	The pension service is responsible for effective administration of the Barnet Pension Scheme. Incomplete and / or inaccurate data could lead to incorrect benefits and calculation results. The pension regulations require all pension schemes to maintain accurate data.	Strategic HR lead	Information governance	Service Improvement Plan is in place with the following specific actions relating to data quality: Contractual remedy where appropriate Common data cleanse for current and legacy member data Conditional data analysis and data cleanse of current and legacy data Implementation of an ongoing record keeping plan Monitor pension service improvement plans on a monthly basis and scrutiny by the Pension Board on a quarterly basis.	4	4	16	2	2	Treat
CSG57	Pension administration getting accurate data	If employers and admitted bodies fail to notify the pension scheme of changes in their workforce in a timely way member data could be inaccurate ultimately resulting in a breach of law.	Strategic HR lead	Information governance	A service improvement plan is in place with the following specific action: communication strategy to ensure employers and admitted bodies are fully aware of their responsibilities for informing the scheme of workforce changes, the timescales for notification and the penalties that can be applied by the scheme for failure to comply.	4	4	16	2	2	Treat
CSG55	Pension service	As a result of poor delivery of administration of pension service, scheme members are given incorrect advice, experience delay in receiving benefits and have a poor quality customer experience resulting in reputational damage to the council and potential enforcement actions by the regulator which could lead to financial loss to the council.	Strategic HR lead	Finance	Review and monitor the pension service improvement plans on a monthly basis and scrutiny by the Pension Board on a quarterly basis. Contractual remedy where appropriate.	3	5	15	1	2	Treat