

High-level risks (Strategic)

New Risk ID	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option
STR002	Adults	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges or staff leaving the sector because of mandatory vaccine requirements could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director Adults and Health	Statutory Duty	1. For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. 2. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of service users if required. More streamline and better focus on quality. 3. Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance. 4. Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts) 5. Specific support offer in place to support providers with Covid-19, including additional Covid-19 funding to support care	16	Treat
STR008	Environment	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Executive Director Environment	Statutory Duty	1. Rollout of energy reduction initiatives 2. Delivery of annual air quality action plan 3. Rollout of electric vehicle charging points 4. Delivery of the long term transport strategy 5. Procurement of ULEZ compliant vehicles for Streetscene fleet 6. Flood prevention e.g. investment in Silk Stream	16	Treat
STR010	Growth & Corporate	Market performance and economic downturn	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure, adverse impacts to town centres and increased local unemployment resulting in financial pressure on residents; increased demand for council services such as temporary accommodation and the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	1. Revise MTFS Growth Modelling to reflect income reduction scenarios for the Council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the Council 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT) 4. Production of robust, high quality business cases including sensitivity testing 5. Effective procurement processes and choice of contract type	20	Treat
STR013	Growth & Corporate	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place.	15	Treat
STR015	Public Health	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	1. Ensure all service areas have a robust response system in place and regularly updated 2. Performing pandemic preparedness exercise across the council and its partners 3. Providing PH leadership and professional advice for the council's pandemic response.	16	Treat