

# HSP – Better Places Partnership Theme Board Risk Register

## Better Places Partnership Board – Significant Risks

This document sets out the HSP Better Places Partnership Board key risks, as per our agreed approach. The risks are based upon the LAA targets, which have been included below for information:

- NI 192: Household waste recycled and composted
- NI 195: Improved street and environmental cleanliness (levels of graffiti)
- NI 195: Improved street and environmental cleanliness (levels of litter)
- NI 195: Improved street and environmental cleanliness (levels of detritus )
- NI 195: Improved street and environmental cleanliness (levels of fly posting)
- Stretch target: Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting)
- NI 186: Per capita CO2 emissions in the LA area
- Local: Number of green flag parks
- Local: Number of green pennants
- Local: The % of people who report they are satisfied or fairly satisfied with local parks and green spaces
- Local, NI 175: Access to services and facilities by public transport, walking and cycling

### Key to the Risk Register:

**Ref:** Details the reference number (usually the National Indicator) for the risk.

**Risk Identified:** Details the risk identified by the PMG or Theme Board.

**Inherent Risk:** Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

**Controls:** The actions and processes which are currently in place to manage the risk identified.

**Residual Risk:** Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

**Further Action:** Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

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Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Lack of continuity of membership across the theme board</b>							
BP01	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> <li>• High turnover of members</li> <li>• Inability to recruit and/or retain right members</li> <li>• Non-attendance of members at meetings</li> <li>• Lack of continuity and/or succession planning</li> </ul> <p><b>Risk Owner:</b> Better Places Partnership Chair</p>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>• Agreed recruitment procedures for Theme Board membership</li> <li>• Membership reviewed on an annual basis</li> <li>• Responsibility for filling posts identified</li> <li>• Training &amp; Development for Theme Board members</li> <li>• Reporting processes to highlight and identify vacancies and/or non-attendance</li> </ul> <p><b>Control Owner:</b> Better Places Partnership Co-ordinator</p>	<b>L</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Action plan to address identified gaps to be drawn up</li> </ul>
<b>Data Quality and/or Information management arrangements</b>							
	<ul style="list-style-type: none"> <li>• Data are not robust and/or timely enough to effectively monitor and manage performance</li> </ul> <p><b>Risk Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>M</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Effective quality monitoring of internal performance data</li> <li>• Work with partners, e.g. NLWA to continue to improve data</li> </ul> <p><b>Control Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>M</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Review of existing data collection and monitoring processes</li> </ul>

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		Impact	L.hood		Impact	L.hood	
<b>Governance arrangements</b>							
	<ul style="list-style-type: none"> <li>Lack of strategic direction impacts on the ability to deliver on outcomes/targets</li> <li>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets</li> </ul> <p><b>Risk Owner:</b> Better Places Partnership Chair</p>	<b>H</b>	<b>L</b>	<ul style="list-style-type: none"> <li>Terms of Reference are reviewed on an annual basis</li> <li>Positions of Chair and Vice Chair are reviewed on an annual basis</li> <li>Better Places Partnership membership is reviewed on an annual basis</li> </ul> <p><b>Control Owner:</b> Better Places Partnership Co-ordinator</p>	<b>M</b>	<b>L</b>	<ul style="list-style-type: none"> <li>Action plan to address identified gaps to be drawn up</li> </ul>
<b>Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages to other theme boards/cross-cutting work not identified</b>							
	<ul style="list-style-type: none"> <li>LAA outcomes are not delivered</li> <li>Delivery projects do not meet spend profile</li> <li>Better Places Partnership membership is not wide enough to ensure linkages to other theme boards/cross cutting work</li> </ul> <p><b>Risk Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>H</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Regular monitoring of programmes through performance and progress reports at every BPP meeting.</li> <li>BPP membership is reviewed on an annual basis</li> <li>BPP representative attends the HSP Co-ordinators meetings.</li> </ul> <p><b>Control Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>H</b>	<b>L</b>	<ul style="list-style-type: none"> <li>Action plan to address identified gaps to be drawn up</li> <li>Evaluating the role of delivery partners where appropriate</li> </ul>

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		Impact	L.hood		Impact	L.hood	
<b>Household waste recycled and composted</b>							
NI 192	<ul style="list-style-type: none"> <li>Recycling Target not being met</li> </ul> <p>Changes in the apportionment of recycling tonnage has introduced significant risk against this target.</p> <p><b>Risk Owner:</b> Director, Urban Environment, LBH</p>	M	H	<ul style="list-style-type: none"> <li>A recycling action plan is in place to improve performance, however the gap in annual performance at this moment is significant</li> <li>Roll-out of new services planned</li> <li>Monthly service review meetings including review of service levels and performance. Agreed targets in place to monitor performance and financial monitoring in place to ensure any additional expenditure is agreed and controlled.</li> <li>Regular contact maintained between service provider and service manager to deal with day to day issues.</li> <li>On-going monitoring of participation rates</li> <li>Regular and on going contact with NLWA, joint waste strategy in place.</li> <li>Ethnic communication strategy in place and regularly reviewed.</li> </ul> <p>Control Owner: Director, Urban Environment, LBH</p>	M	H	

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Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Improved street and environmental cleanliness (levels of graffiti; litter; detritus; fly posting)</b>							
NI 195	<ul style="list-style-type: none"> <li>Failure to deliver targets for street and environmental cleanliness (performance broken down across graffiti; litter; detritus; flyposting)</li> </ul> <p>There is a correlation between this indicator and other satisfaction measures, so failure to deliver has a high impact.</p>	H	M	<ul style="list-style-type: none"> <li>Service has introduced in-house monitoring and a litter-pick service which are having a positive impact on performance, in addition to ABG funded programmes on Fly Tip Management, Graffiti &amp; Fly Poster Removal, Litter Management, Mobile Clean-Up, Saturday Night Collection and Street Washing</li> <li>Regular service review meetings including review of service levels and performance. Agreed targets in place to monitor performance and financial monitoring in place to ensure any additional expenditure is agreed and controlled.</li> <li>Regular contact maintained between service provider and service manager to deal with day to day issues.</li> </ul>	M	L	
<b>Stretch target: Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting)</b>							
Stretch	<ul style="list-style-type: none"> <li>Risks as above for NI 195</li> </ul>			<ul style="list-style-type: none"> <li>Controls as above for NI 195</li> </ul>			

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		Impact	L.hood		Impact	L.hood	
<b>Per capita CO2 emissions in the LA area</b>							
NI 186	<ul style="list-style-type: none"> <li>• Failure to meet target</li> <li>• Delay in the availability of data prevents effective performance management against the target</li> <li>• A large element of delivery against this indicator is dependent on national measures: note that this explains why control actions are insufficient to alter the overall risk rating against delivering this indicator</li> </ul> <p><b>Risk Owner:</b> Director, Urban Environment, LBH</p>	M	M	<ul style="list-style-type: none"> <li>• Monitor other indications of CO2 emissions where possible, including NI 185, emissions from Council buildings</li> <li>• Deliver projects to reduce energy use and increase energy efficiency in homes, including the Decent Homes Programme, sub-regional grants</li> <li>• Encourage use of sustainable transport forms through transport infrastructure development and initiatives to increase participation</li> <li>• Raise awareness and promote behavioural change among residents, businesses and other key partner, e.g. Green Fair, Going Green Conference</li> </ul> <p><b>Control owner:</b> Assistant Director Business Improvement and Strategy, LBH</p>	M	M	<ul style="list-style-type: none"> <li>• Improve available proxies to provide alternative measures of progress</li> <li>• Establish Programme Board for Sustainable Planning and Design</li> <li>• Develop engagement with businesses</li> </ul>

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	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Number of green flag parks</b>							
Local	<ul style="list-style-type: none"> <li>Failure to deliver target to increase the number of green flag parks</li> </ul> <p>The stretch target is 12. Since target was agreed, it has been agreed that it incorporates all green flag parks in the borough, not only those managed by the council. As a result the target is met, and the main challenge is to retain the flags.</p> <p>The indicator relates to an objective to improve the quality of our parks, and meet the commitment to work towards green flag status for all of our parks, which our work continues to address.</p> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>	L	L	<ul style="list-style-type: none"> <li>Small capital programme for remedial works to existing sites, to ensure we retain green flags</li> <li>Capital bid has been put forward for funds to improve parks which haven't gained green flags as yet, targeting three sites. (Bermont Wreck, Wood Green cemetery, Coldfall Wood).</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	L	L	

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		Impact	L.hood		Impact	L.hood	
<b>Number of green pennants</b>							
Local	<ul style="list-style-type: none"> <li>Failure to deliver target number of green pennants</li> </ul> <p>Within this, the key risk is in securing the community involvement in sites which is key to achieving the pennant.</p> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Support community initiatives and assist with delivery of infrastructure improvement on sites.</li> <li>Work and support is being focused on five identified new penants this year, in addition to the three existing ones that we have to sustain.</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	<b>L</b>	<b>L</b>	
<b>The % of people who report they are satisfied or fairly satisfied with local parks and green spaces</b>							
Local	<ul style="list-style-type: none"> <li>Failure to meet the target</li> </ul> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>ABG Parks Cleansing programme (cleanliness has a major impact on satisfaction)</li> <li>General work to improve standards</li> <li>Regular monitoring of user satisfaction, with a regular user survey supported by and ongoing work to address issues raised.</li> <li>Friends of Parks and Recreation Service are reviewing the way they work together</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	<b>M</b>	<b>M</b>	



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		Impact	L.hood		Impact	L.hood	
<b>Access to services and facilities by public transport, walking and cycling</b>							
NI 175	<ul style="list-style-type: none"> <li>Failure to meet target due to failure to develop a Greater London definition by TfL, in negotiation with the Dept for Transport.</li> </ul> <p>As a result we have no target or benchmark for this indicator, which means we are unable to establish risk or focus delivery accordingly.</p> <p>However there is a substantial programme of work delivering outcomes we would anticipate will help the borough to meet this target, as identified under 'controls'.</p> <p>Risks in delivering this work are:</p> <ul style="list-style-type: none"> <li>Limited control over bus routes, the borough is able only to lobby bus companies</li> <li>Community transport is meeting some gaps in mainstream delivery in this area, and this depends on continued funding, and projects becoming economically viable</li> </ul>	<b>M</b>	<b>M</b>	<p>Controls against the risk of not delivering this undefined target, are in the form of existing work which contributes to the wider objective:</p> <ul style="list-style-type: none"> <li>Support initiatives that encourage behaviour change, e.g. car clubs, school and staff travel plans</li> <li>UDP objective to reduce the need to travel by car and promote more sustainable transport choices for local residents and local businesses</li> <li>Work with TfL to improve transport hubs to encourage modal shift to public transport</li> <li>Working with bus companies to improve bus routes</li> <li>Improving urban network of safe walking and cycling routes</li> <li>Continued development of community transport</li> </ul>	<b>L</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Ensure Local Development Framework, currently in development, supports achievement of the indicator</li> </ul>

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		Impact	L.hood		Impact	L.hood	
	<ul style="list-style-type: none"> <li>High proportion of people in the borough with long-term illness, restricting accessibility</li> </ul> <p><b>Risk owner:</b> Director Urban Environment</p>			<p><b>Control owner:</b> Assistant Director Frontline Services, London Borough of Haringey</p>			

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### Appendix A1

#### Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

<b>Descriptor</b>	<b>Impact Guide</b>	<b>Likelihood Guide</b>
<b>LOW</b>	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
<b>MEDIUM</b>	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
<b>HIGH</b>	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months