

Appendix 2.3 Succession Strategy Risk Register

ID	Risk Description	Nature of Identified Risk (Political, economic, commercial)	Risk Owner	Impact if risk occurs	Probability of risk occurring	RAG Status	Mitigation Action/Escalation Plan
NDC Successor Body							
R-1	Risk that the Charity application for the successor body is not successful	Political	The Bridge Renewal Trust	H	L		This is unlikely. The Board of Trustees will review and amend the objects and activities to ensure desired public benefit to the satisfaction of the Charity Commission
R-2	Risk that governance arrangements for the successor body is not fit for purpose and fails to support the objectives of the succession plans.	Political	The Bridge Renewal Trust	H	L		Organisational structures and governance are robust and Objects are appropriate. The composition of the Board of the Trust in terms of Board members' mix of skills has been determined against the identified skills needed, and the Board will be selected and appointed on the basis of skills gaps, nomination by key partners agencies such as the Council, PCT and Mental Health Trust, and community leaders. Protocol for reviewing new projects to ensure consistency with objects, powers and terms of funding.
R-3	Risk that The Bridge Renewal Trust does not have the capacity to take over and manage the asset	Political and economic	The Bridge Renewal Trust	H	L		Review clear definition of the required people resource and capabilities required Review and recruit relevant skills to the Board of Trustees Update an organisational development plan and adopt relevant quality standards.
R-4	Risk that The Laurels asset is not managed effectively and remains under-utilised	Political and economic	The Bridge Renewal Trust	H	L		Review viability of business plan and improve on partnership working and community engagement
R-5	The Laurels asset is not used in the public interest- taken over by an unrepresentative or unaccountable minority. Access to the asset is not inclusive	Political	The Bridge Renewal Trust	H	L		Ensure Board of Trustees has relevant representations from the community (community-led); review and update composition of user stakeholder group.
R-6	Risk that PCT/NHS Haringey policies change and it no longer requires the use of the Laurels centre as an accommodation	Political	NHS Haringey	H	L		NHS Haringey has a 25 year lease agreement to use the Laurels and pays rental income which is gifted to the NDC/successor body.
R-7	Risk that the Trust is unsuccessful in securing the projected income through commissioning, grant and bid funding	Political and financial	The Bridge Renewal Trust	H	L		Modest income projections until The Trust is fully established Establish a diverse income stream Build expertise and capability within the team re: securing funding/building relationships etc Prove track record of delivery, and the contribution the Trust can make to LAA and NHS Haringey targets
R-8	Risk that further assets are not forthcoming	Political and economic	The Bridge Renewal Trust	M	M		Demonstrate to London Borough of Haringey that the Trust is not just 'a safe pair of hands' but also innovative by making a success of the Laurels as a community facility. Strong and effective governance
R-9	Risk that The Trust lacks direction, strategy and forward planning	Political (governance / management)	The Bridge Renewal Trust	M	L		Creation of a strategic Plan which sets out key objectives, aims and policies.; taking into account feedback from beneficiaries to refine the strategic plan
R-10	Risk that Trust members lack of relevant skills or commitment	Political (governance / management)	The Bridge Renewal Trust	M	L		Skills review, competence framework, trustee training and strong recruitment process.
R-11	Risk that there is no compliance with statutory legislation and regulations	Political (governance / management of compliance)	The Bridge Renewal Trust	H	L		Identify key legal and regulatory requirements, allocate responsibility for key compliance procedures, compliance monitoring and reporting, compliance reports from Regulators, auditors and staff.
R-12	Risk of bad reporting to the Trustees (risk of poor quality decision making and risk of failure of Board to fulfill its control functions)	Management	The Bridge Renewal Trust	H	L		Robust strategic planning, objective setting and budgeting processes. Timely and accurate project, financial and performance reporting, adequate project assessment procedures, regular contact between trustees and managers.
R-13	Risks that contract are not adhered to.	Operational	The Bridge Renewal Trust	H	L		Cost/project appraisals procedures in place, authorisation procedures, professional advice on terms and conditions, performance monitoring arrangements, insurance cover.
R-14	Risk that there is lack of customer satisfaction	Operational	The Bridge Renewal Trust	M	L		Quality control procedures, complaints procedures and benchmarking of the service.
R-15	Risk of competition (loss of contracts income, reduced fund raising potential, reduced profile, unsatisfactory returns)	Operational	The Bridge Renewal Trust	M	M		Monitoring performance and quality of service, review of market and methods of service delivery, fund-raising strategy, public awareness profile, monitoring of the adequacy of financial returns achieved.
R-16	Risk of high staff turnover	Operational	The Bridge Renewal Trust	M	L		Recruitment, interview and assessment process, open competition appointment for key posts, performance appraisals, consideration to rates of pay, training, working conditions and job satisfaction.
R-17	Risk of poor health and safety and working environment	Operational	The Bridge Renewal Trust	M	L		Compliance with H&S law and regulation, regular checks by experienced H&S officers.
R-18	Risk that information systems fail to meet operational needs, loss of data and lack of technical support	Operational	The Bridge Renewal Trust	M	L		System needs and options analysis, security and authorisation procedures, service support contracts and disaster recovery procedures.
R-19	Risk of poor budgetary control and financial reporting	Financial	The Bridge Renewal Trust	M	L		Budget link to business plan and objectives, timely and accurate financial reporting, robust costing procedures for service delivery, adequate skills set to interpret and produce budgetary and financial reporting and review /action cashflow variances.
R-20	Risk of fraud (financial loss, reputational risk and impact on funding)	Financial	The Bridge Renewal Trust	H	L		Financial control procedures in place, authorisation limits, security of assets and insurable risks.
R-21	Risk of poor public perception	Environmental / external factors	The Bridge Renewal Trust	M	L		Communication with supporters and beneficiaries, PR training procedures where necessary.
R-22	Risk of adverse publicity	Environmental / external factors	The Bridge Renewal Trust	H	L		Complaints procedures, proper regular reviews of the procedure and crisis management skills applied for handling consistency of key messages.

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NDC Succession Strategy							
R-1	Risk that the outcomes to be delivered are not appropriate for the NDC area and the community it serves.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		NDC succession outcomes are linked to LAA and the HSP outcomes. The HSP Performance Management Group will review outcomes from the NDC area as part of the borough-wide performance and take steps to amend outcomes based on performance data received.
R-2	Risk that the community does not continue to be empowered and community leaders are not supported.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and ensure effective implementation of the NDC Community Empowerment Plan which is closely linked to its own Community Empowerment Framework. The Council will work with HAVCO, the local CVS, the Bridge Renewal Trust and key partners to empower residents and support community leaders. In future, the successor body will review governance and ensure adherence to this principle.
R-3	Risk of a future disagreement about agreed split of responsibilities in continuing NDC activities/projects/services (between the successor body, the Local Authority, LSPs and other partners).	Political and economic	Haringey Strategic Partnership (HSP)	H	M		Continuing NDC activities/projects/services have been linked to LAA and partners' improvement plans. The HSP Performance Management Group will review LAA roles and responsibilities including in the NDC area as part of the borough-wide performance and take steps to agree split of responsibilities based on performance/capacity information received.
R-4	Risk that governance arrangements to support the objectives of the succession plans fail.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		Haringey Strategic Partnership (HSP) will provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. This commitment is accompanied by a statement of how the partners will interrelate into the long term and work together in the future to monitor delivery and refine the succession strategy as necessary under the steer of the HSP Performance Management Group.
R-5	Risk that successful NDC projects are not mainstreamed to the extent that will make a difference to local residents	Political and economic	The Bridge Renewal Trust	H	L		Undertake further negotiations with identified partners and agree achievable targets based on partners' improvement targets. Review LAA alignments and seek further HSP commitment.
R-6	Risk that projects that have been mainstreamed to the Council fail or do not benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will promote and intensify community involvement in the development and delivery of the projects or services.
R-7	Risk that assets that have been mainstreamed to the Council including proceeds of any disposals will not be used to benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and intensify community involvement in the management of the assets through Management Advisory Boards (MABs) such as currently operating at the Triangle Centre and St Ann's Library Hall. Proceeds of any asset disposals will be used to provide alternative community benefit for the NDC area residents.
R-8	Risk that assets that have been mainstreamed to the Council are not properly maintained.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and set aside sufficient maintenance funds.
R-9	Risk that the ideas and initiatives contained in Neighbourhood Plan for Seven Sisters is not taken forward	Political, economic and commercial	London Borough of Haringey	H	M		Promote the ideas and projects to developers and key partners; Encourage and support applications for funding through LDA, EU and other sources