

CORPORATE RISK REGISTER

Latest Review - 31/08/2024

No.	Risk Event Description	Risk Owner	Current Impact	Current Likelihood	Current Risk Score	Proximity	Mitigating Actions In Place	Future Impact	Future Likelihood	Future Risk Score	Action Owner(s)	Future Actions / Update	Date
1	Maintaining and strengthen financial viability/balance across MTFP including failure to deliver identified savings.	CLT Director of Finance	5	5	25	Short and Medium term	<p>Current arrangements in place: -</p> <ul style="list-style-type: none">Review of assumptions made in March 2024.Reviewing all service pressures.Review of delivery status of existing savings.Considering all options for cost reductions and income generation.Review of every scheme in capital programme.Review of reserves and five year forecast.Extension of MTFS period to 5 years.Assuming no new funding for 2025/26Budget week convened to consider areas where savings can be made and increase incomeAgreed budget planning across all savings streamsIncreased transparency in reporting financial position	5	2	10	CLT Director of Finance	<p>Future actions:</p> <p>(1) There are a number of financial risks in the latest financial position and the following has been identified as possibly having a negative impact. These have not been factored into the financial position because likelihood and/or the value remain unknown and will remain under review.</p> <p>Loss of Grant or other funding from 2025/26, including: Household Support Fund, Family Hubs, Mayor of London Free School Meals.</p> <p>Market Sustainability and Improvement Fund, Discharge Grant, Social Care Grant</p> <p>External Factors e.g. Cost of Living impact on income collection / debt levels.</p> <p>Inflation and interest rate forecasts.</p> <p>Pay award for 2024/25 and 2025/26</p> <p>Further increase in demand pressure, particularly in social care and housing.</p> <p>Imperfect data.</p> <p>Non delivery of existing savings – all savings assumed to be delivered.</p> <p>External Audit of Accounts (until completed figures remain provisional).</p> <p>(2) Review reserves</p>	31/3/2025 and on-wards
2	Non-delivery of transformational change Strategic programme for transformation does not deliver	All	5	4	20	Short and Medium term	<p>Managing change framework established following CLT approval in January 2024 under the Assistant Director for Digitaland Change.</p> <p>Establish three change functions that cover the areas of Corporate, People and Place.</p> <ul style="list-style-type: none">Led by 3 'Heads of Change', they consist of a core team of permanent officers who are configured to deliver outcomes and impact.Alongside the permanent roles, there will be the ability to flex up and down according to demand.Equal focus given to implementing change, service redesign and benefits as well as traditional project management.Standardisation across all three areas with shared business resources. But each area can tailor their approach to the needs of their servicesEach Head will manage their project pipeline, resourcing, reporting and risk management. <p>Exception reporting will continue to come to CLT.</p> <ul style="list-style-type: none">The initial focus will be on category A projects, and this will be reviewed as the MTFS and Corporate Delivery Plan are developed.Adoption of this structure will need to be phased due to in flight commitmentsRegular reporting of projects status to CLT.	4	2	8	Chief Digital & Innovation Officer	<p>In line with the agreed managing change framework, a summary of all Category A projects are reported for discussion/review at the Change Delivery Group (monthly) and CLT (quarterly as part of performance monitoring which also includes Corporate Delivery plan, Capital projects and Finance/MTFS). So far in 2024 the Category A projects have been reviewed with CLT in Jan, May and Aug. The next scheduled up is due for Nov/Dec</p> <ul style="list-style-type: none">'Heads of Change' have been appointed and recruitment is underway to create/complete teams under 'Corporate' and 'People'. HoC Place only commenced last month so recruitment of time likely completed by Apr 25.Teams will lead/manage/oversee delivery of Cat A projects according to area (e.g. Corporate/People/Place).Each Head will manage their Cat A project pipeline, with exception reporting continuing to go to CDG and CLT.Adoption of this structure is being phased due to in flight commitments (with Children's due to transition from Apr 2025).	Nov-24
12	Unable to attract and retain scarce skills or those in high demand. The Council does not have the appropriate skills, capacity and capabilities in place and/or recruited to deliver the Corporate Delivery Plan effectively. The speed of change in the organisation - actual and required - is not that required.	Director of Culture, Strategy & Engagement	5	4	20	Short and Medium term	<p>New Workforce Development Strategy 2024 has been approved and launched in September 2024.</p> <p>Review of the use of Agency Workers use is ongoing and there is an accelerated recruitment protocol in place.</p> <p>Restructures and Focused Recruitment Campaigns - high volumes across directorates and recruitment campaigns arranged as required.</p>	5	3	15	Chief People Officer	<p>New approach to Manager training has been designed and the pilot has launched in September 2024, which will inform future activity.</p> <p>Directorate workforce plans are being developed between September 2024-July 2025</p>	<p>Ongoing</p> <p>July 2025</p>

9	Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat).	Director of Placemaking & Housing	5	4	20	Medium term	<p>Produced long-term strategies and plans to reduce the risk and consequences of climate change in the borough: A range of strategies and policies exist detailing the Council's approach to mitigate against the impact of Climate Change, such as the Haringey Climate Change Action Plan (A Route Map for a Net Zero Carbon Haringey), Pollution Control - Contaminated Land, the Flood Risk Management Strategy, Parks Strategy and the Affordable Energy Strategy 2020-2025.</p> <p>The plan is reviewed and follow up action monitored.</p>	4	3	12	<p>AD Planning, Bld.Stds & Sustainability</p> <p>For delivery of projects, this rests with services such as Emergency Planning</p>	<p>1) Develop a Risk Map and Action Plan (set out within CDP) for the Council and the Borough.</p> <p>2) Integrating in the London Council's Resilience Toolkit. And Including: A) Building on Heatwave JSNA. B) Highways Flood Maps. C) Emergency Planning Response. D) Community outreach on adaptation measures. E) Building in community resilience to events.</p>	<p>Autumn 2025</p> <p>Expected Spring 2025</p>
5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Director of Placemaking and Housing	4	4	16	Short and Medium term	<p>Housing improvement Plan in place as agreed by Cabinet April 23 in place and delivery overseen by housing improvement Board</p> <p>Agreed a target to achieve housing decency by March 2028 with the Regulator and exceeded our interim target of 1000 homes made decent for 23/24</p> <p>We also achieved our target of developing a new Housing Asset Management Strategy, agreed by Cabinet December 2023, including £627m of investment in the stock over the next 10 years. This will be delivered through 4 new partnering contracts</p> <p>We have procured and are implementing a new compliance management system that will remove the manual data handling, manipulation and human error risks associated with using spreadsheets of complex data management. The system is expected to be fully operational by the end of December 2024 to manage the main 6 compliance areas of Gas, Fire, Water, Electric, Asbestos & Lift safety.</p> <p>The Housing Quality Network has been commissioned to carry out a mock Housing inspection of Housing Service's compliance with the Regulator's consumer standards, to assist with action planning and preparation for housing inspection in Autumn 2024</p> <p>A project team has been established to assist with action planning and preparation for inspection. Project leads are Programme Manager (HSBS) & Transformation Portfolio Manager (Housing)</p> <p>Cross-cutting Senior Management steering group with representation from across the Council established from July 24 to oversee preparation for inspection and action planning, to meet 6 weekly</p>	4	2	8	Director of Placemaking & Housing and Operational Director - Housing & Building Safety		
6	Serious Cyber Security Incident leading to all or multiple council systems shutdown and/or council unable to undertake business and/or significant ICO fine & reputational damage due to data breach, malware outbreak, phishing or ransomware attack.	Chief Information Officer & Director of Culture, Strategy & Engagement	5	3	15	Short and Medium term	<p>Digital architecture reviewed and key controls established.</p> <p>Systems we manage are all backed up so we can revert to a clean version - albeit with some loss of work/updates (however sometime infection is also on the backups due to "sleeper" viruses).</p> <p>Regular internal audits to seek independent assurance</p> <p>Technical solutions for firewall, firmware/software/hardware solutions are in place.</p> <p>Mandatory training for all staff on Cyber Security Awareness (but not mandatory).</p> <p>Staff Awareness on cyber security via regular posts by Digital Compliance Manager.</p> <p>Pentest Partners procured to provide technical expertise in the management / control of a cyber event.</p>	4	2	8	Director of Culture, Strategy & Engagement / SIRO / Assistant Director Digital and Change	<p>Continue to raise awareness in the organisation.</p> <p>Data migration to cloud underway</p> <p>See independent assurance from internal audit</p>	31/03/2025
7	Failure to fully integrated functions transferring into the Council from Fusion, including culture and operations to improve performance	Director of Environment & Resident Experience	5	3	15	Short term	<p>Governance is in place with participation across services and directorates to embed the new service within the council. This includes:</p> <ul style="list-style-type: none"> Category A programme reporting to the council. Strategic programme board including director and service leads Fortnightly operational mobilisation group for insourcing project Weekly demobilisation meetings with Fusion Fortnightly strategic meetings with Fusion 	3	2	6	Assistant Director - Direct Services and Head of Place	<p>Close insourcing project governance and move to BAU.</p> <p>A culture change programme will be delivered for the incoming TUPE'd workforce, starting with a corporate induction on day 1.</p> <p>Performance management indicators for the service are being developed, in line with industry leisure standards.</p>	01/10/2024

8	Adequate processes are not in place to safeguard vulnerable children and adults within the borough who were or should have been in receipt of services, either from the council or a partner agency.	Director of Children's Services Director of Adults, Health & Communities	5	3	15	Medium Term	<p>A developed quality assurance system is constantly reviewed Quality Assurance Framework in place Performance monitoring on national KPI's every quarter with good outcomes Strong Learning framework in place from deaths of service users with good involvement of family members or representatives Strong focus on early intervention and safeguarding prevention</p> <p>Arrangements in place to mitigate the risk of death or serious injury to a child arising from abuse or neglect, in addition to those covered above, include caseload monitoring, quality assurance activity including case audit, maintaining low levels of vacancies for social workers.</p> <p>Multi-Agency-Safeguarding-Hub, Local Safeguarding Children Partnership (LSCP) Annual Report; Child Protection Report; Quality Assurance team in Adults, reviewing contracted services and council services.</p> <p>Adults and Children safeguarding - Mandatory safeguarding training for all staff.</p> <p>Positive assurances from external inspections of Children's Services.</p>	5	2	10	Director of Children's Services Director of Adults, Health & Communities	<p>ADULTS A robust adults board is in situ, which provides assurance for multi-agency management. Multi-agency systems and pathways are in place to ensure that clear provision and support is provided where necessary. Policies, procedures and training matrix, demonstrate high levels of efficiencies in this area.</p> <p>CHILDRENS Ensure thresholds clearly understood by all Professionals. Ensure all assessments, conferences and reviews are undertaken within timescales and in line with statutory guidelines. Ensure all performance remains in line with national and statistical neighbours. Ensure all maintained schools are advised to undertake risk assessment in regards to health and safety of children and YP at school.</p>	31/3/25
11	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	Director of Placemaking & Housing	4	3	12	Medium term	<p>The council's adopted Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28 contains 10 Action plans, based on the SAMPIP objectives.</p> <p>There are ten Strategic Asset Management Performance Improvement Plans are monitored through Monday.com as part of day-to-day operational performance.</p> <p>Action plan progress and activity is monitored regularly at Capital Projects and Property (CPP) Heads of Service meetings and Senior Management Team meetings.</p> <p>Progress is then taken through our property governance process on a monthly basis.</p> <p>The transformational nature of this work means the Corporate Property Model, which is fundamental to the implementation of the action plans; is part of the councils change programme, reported monthly and to Corporate Leadership Team on a quarterly basis.</p> <p>Internal Audit resources are allocated to monitor and report independently on progress.</p> <p>An annual update of the progress against the SAMPIP action plans is taken to cabinet.</p> <p>As part of the above annual reporting, the SAMPIP is also reviewed at Directorate and corporate audit committees throughout the year.</p>	4	2	8	AD for Capital Projects & Property	<p>Implement the Property Improvement Plan. Review actions in the improvement plan and determine whether updates required.</p>	31/03/2025
13	Integrated delivery models for local health & care services does not deliver	Director of Adults, Health & Communities	4	3	12	Medium term	<p>Integrated care within NHS & local authority models are not currently fit for purpose. System pressures from the acute services, create both financial and resource challenges to the local authority. Inadequate community services impact on residents health and well-being and joint approaches are required for better outcomes. Recent ICB workforce reductions and cost efficiencies are directly impacting their ability to manage priorities.</p>	3	2	6	Service Director - Adult Social Care	<p>Regular communication and engagement with ICB to align goals and expectations. Development of a steering group to monitor implementation and performance. Clearer pathways and processes under development to ensure continuous learning opportunities related to integrated care practices and system navigation.</p>	31/03/2025
3	Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents.	All	3	3	9	Long term	<p>The main concerns are rising cost of living, recovery of the economy from Covid-19, and the overall economic environment, particularly inflation and interest rates increases. Steps taken so far are: Establishment of a Cost of Living Support to provide advice, support and access to services to residents (https://www.haringey.gov.uk/community/here-help-financial-support-residents?utm_source=Media&utm_medium=Press%20release&utm_campaign=Financial%20Support%20Helpline%20HtH);</p> <ul style="list-style-type: none"> • Connected Communities is a programme designed to improve access to council and voluntary support in Haringey • Close monitoring of inflationary pressures and the impact on contracts and services; • Continued monitoring of impacts on construction costs and supply chain • Review of Business Continuity Plans; • Work across services on plans to support the local economic recovery, which includes a focus on supporting local business and employment; • considering the impact of demand led services in to the medium and longer term from Covid-19 and changing economic conditions; • Identify inequalities within the borough that have been exposed through Covid-19, and who will be most impacted by the rising cost of living and to address these as part of the Recovery Framework. • Continuous monitoring of the economic environment, including through our Treasury advisors, Arlingclose, other advisors and through professional networks. 	3	3	9	Director of Finance, Chief Executive and CLT		on-going

4	Potential health and safety incident on employees or member of the public.	CLT	4	2	8	Short & Medium term	Health and Safety arrangements policy in place. Arrangements also in place for the for directorates to carry out risk assessments and assess risk exposure for staff. All reported incidents are reported and the H&S team monitor the incidents. A corporate Health, Safety and Wellbeing Board in place to receive reports from directorate Health, Safety and Well Being Boards every quarter and receive information from the Health and Safety team.	4	2	8	Director of Culture, Strategy & Engagement, Chief Executive and CLT	Development and implementation of a new Corporate H&S Strategy.	31/12/2025
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Guidance

This document has been developed as a generic template for all risks managed within Haringey Council. It should be adopted by the risk owners.

Appendix C

Definitions

A **Risk** is 'uncertainty of outcome'. Something that may happen and could throw the programme off track.
An **Issue** is 'a concern that cannot be avoided'. Something that has happened or are current situations that are a cause for concern now.
A **Threat** is 'a factor which could lead to a risk being identified'.

Risk likelihood

Probability	Definition	Score	Likelihood percentage
Almost Certain	Is almost certain to occur	5	95%
High	Is likely to occur	4	75%
Medium	Is as likely as not to occur	3	50%
Low	May occur	2	25%
Very Low	Unlikely to occur	1	5%

Definitions of risk impact classifications

Impact	Impact on cost	Impact on quality	Impact on time	Impact on savings realisation	Score
Catastrophic	Increased costs threaten viability of the project.	Project outcomes effectively unusable.	Delay jeopardises viability of the project.	>20% project cashable savings at risk	5
Major	Requires significant additional	Failure to meet the needs of a	Failure to meet key deadlines in	15%-20% project cashable	4
Moderate	Requires significant additional	Significant elements of scope or	Delay affects key stakeholders	10%-15% project cashable	3
Minor	Requires some additional funding	Failure to include certain 'nice to	Slight slippage against key	5%-10% project cashable savings	2
Insignificant	Variations manageable within	Slight reduction in quality/ scope	Slight slippage against internal	< 5% project cashable savings at	1

Risk Scoring and Matrix for RAG Status

		Probability				
		Very Low	Low	Medium	High	Almost Certain
Impact	Catastrophic	5	10	15	20	25
	Major	4	8	12	16	20
	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5

Proximity Rating. You should assess the proximity of

Immediate – within 1 month

Short term – within 2 - 5 months

Medium term – within 6 -12 months

Long term – greater than 12 months