



# Corporate Risk Register 2014-15


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**Haringey Council**


Risk Code	Risk Title	Internal Controls	Risk and Control Ownership	Date of last review	Residual Impact	Residual Likelihood	Residual Risk Score	RAG status	Further Action Code	Further Action(s)	Progress (% complete)	Further Action Completion Date
CRR_R001	Failure to enable growth and employment by developing communities where need and opportunity are greatest (Council Priority), including the Tottenham Transformation programme.	Arrangements established within the Council and with partners to ensure that the four priority areas of the Tottenham Strategic Regeneration Framework (agreed by Cabinet March 2014), are delivered, including an annual conference. Governance and programme management arrangements are in place and underpinned by a risk strategy and associated risk registers that identify accountability, which are monitored and reviewed regularly. Reporting arrangements in place: monthly to Programme Delivery Board, to Cabinet and to Joint Strategic Forum. Established a network of stakeholder groups e.g. Landowners Forum with regular communications in place. Work in partnership with other statutory partners to establish their contribution to the	Risk Owner: Director of Regeneration, Planning & Development. Control Owner: Assistant Directors: Regeneration, Planning & Strategy	07-Nov-2014	9	4	36	●	CRR_R001_F002	Complete the Growth Study and agree timescale for Growth paper for Cabinet consideration.	50%	31-Dec-2014
									CRR_R001_F003	Finalise support services arrangements, including financial, engagement, legal, procurement and property services for the programme and the projects	75%	31-Dec-2014


		programme. Cabinet approval obtained in July 2014 for the delivery plan underpinning the Strategic Regeneration Framework which is monitored and reported on a regular basis.										
CRR_R002	Children's Services and Schools & Learning: Failure to ensure that the processes for every child and young person in Haringey to have high quality education and lead healthy and fulfilling lives are in place. (Priority 1 and 2)	Clearer and stronger leadership, management governance, boards, strategies and plans in all key areas: Early Years, Early Help (EH) & Prevention, Schools, Social Care, and Youth Offending Service. Support mechanisms and action plans in place for schools to enable them to deliver results above the 'national average'. Robust schools admissions processes to ensure places are allocated appropriately. Strong and improved performance and quality monitoring in place across the Service. Action plans in place to embed this culture within a challenging 3 year MTFS programme.	Risk Owner: Director Children's Services. Control Owners: Assistant Directors Children's Services; Assistant Director Schools & Learning	29-Sep-2014	6	4	24		CY01_R004_F005	Implement and embed a comprehensive and coordinated Early Years and Early Help offer.	30%	31-Mar-2015
									CY01_R007_F001	Revise the internal protocol to identify key deadlines in the admissions process, to ensure action is taken at the earliest and appropriate time.	60%	31-Mar-2015
CRR_R003	Failure to manage the impact of Welfare Reform Act and Benefits Cap on Council resources, residents, and applicants for support	Key council priorities target sustainable housing growth and employment - regeneration plans for the borough include social and physical development opportunities - to assist individuals and families. Multi-agency 'Hub' in place to help households affected by Benefit Cap to claim DHPs, manage their finances and access training and jobs. Extra investment in Financial Inclusion work to support tenants who are affected by Social Housing Size Criteria.	Risk Owner: Chief Operating Officer. Control Owners: Head of Revenues, Benefits & Customer Services	30-Jul-2014	7	4	28		CRR_R003_F001	Work to discharge duty to the Private Rental Sector. Determine rent policy.	85%	31-Dec-2014
									CRR_R003_F002	Universal Credit implementation preparation	25%	31-Mar-2015






		<p>Flexible and targeted use of Discretionary Housing Payments (DHP) to prevent or delay homelessness and assist households with transition. Temporary Accommodation Reduction Delivery Plan to reduce the use and cost of TA. Plan agreed between Housing and the Childrens Service for families that are displaced by Welfare Reform. Spend monitoring of DHP, Support Fund and Council Tax Reduction Scheme and reported monthly. Support days available for residents facing difficulties with the changes. Signposting residents to other sources of support, including the third sector. Impact being monitored through a project and programme board. Regular meetings / discussions are held with the DWP and Job Centre Plus in relation to Universal Credit, but there is no date yet for Haringey's roll-out. Fraud Team engaged with DWP to manage the transition to Single Fraud Investigation Service.</p>										
CRR_RO05	Failure to manage significant future reductions in local and national income streams	<p>Medium Term Financial Strategy (MTFS) is being developed to address the reduction in government grant funding and deliver the savings programme. The MTFS will incorporate key elements of financial planning (Medium Term Financial Plan), workforce planning, risk and procurement strategies, capital programme and asset</p>	<p>Risk Owner: Chief Operating Officer Control Owner: Assistant Director - Finance</p>	22-Sep-2014	9	4	36		CRR_R005_F003	Progress the actions to identify the service changes needed for 2015/16.	75%	31-Dec-2014

		<p>management plan, regeneration strategy, Corporate Plan is in place for 2014/15, and a new plan is in development to take account of the new administration's priorities.</p> <p>Cabinet agreed a balanced budget for 2014/15 in February 2014; and savings for 2014/15 are monitored by senior managers on a monthly basis. All savings and growth plans have been reviewed and scrutinised by officers and members and will continue to be monitored throughout 2014/15.</p> <p>The impact of new legislation and the implications of the localisation of of business rates and the localisation of council tax benefit have been built into the Medium Term Financial Plan (MTFP) and continue to be monitored.</p> <p>Preparations for the service modelling for the setting of the 2015/16+ budgets are in progress but require more focused attention.</p> <p>Contingency and reserve levels are kept under review.</p> <p>Estimates of future funding levels within the MTFP are reviewed by officers after each spending announcement.</p> <p>Service and financial planning process enhanced to ensure continued focus on targeting resources to service priorities as set out in the corporate plan.</p> <p>The MTFS incorporates the corporate transformation programmes to maximise the</p>										
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		efficiency opportunities.										
CRR_R0 06	Failure to manage increased service demands from changing area population demographics (longer term) and residents impacted on by deteriorating economic conditions (shorter term).	<p>Key council priorities target improved education and health outcomes for children and families - focus on the prevention opportunities to reduce longer term financial pressures on council finances. Health and Wellbeing Strategy 2012-15 being reviewed with new strategy for 2015-18 to be implemented.</p> <p>Adult social care and Public Health working closely together to address health inequalities and service demand issues. Demand led forecasts are employed by in services to enable the profiling of budgets to meet demands</p> <p>Contingency plans are in place to address situations where demand exceeds the available resources.</p> <p>Multiagency advice and guidance services are provided and facilitated by the council. E.g. Hub provision for delivery of the benefit cap.</p> <p>Budgets are monitored monthly on a risk basis by senior managers.</p> <p>Quarterly budget monitoring report to Cabinet.</p> <p>Finance and procurement training provided to budget holders.</p> <p>Monthly monitoring of revenue collection (NNDR, Council tax, rents, other income)</p> <p>Completion of business cases for new activities, with identification of funding sources.</p> <p>Contingency sums are included</p>	<p>Risk Owner: Senior Leadership Team.</p> <p>Control Owners: All Directors/ Assistant Directors</p>	22-Sep-2014	8	4	32					

		in the budgets that are set.										
CRR_R007	Failure to manage the speed of change in the organisation adequately via the corporate transformation programmes (BIP and CST) could cause a delay in delivering efficiency and delay savings.	<p>A programme delivery approach has now been implemented across all main Council programmes.</p> <p>A Corporate Programme Board has been established, chaired by the Chief Operating Officer, to monitor the delivery of each of the main Council programmes</p> <p>Outcomes from the corporate programmes are aligned with the Corporate Plan.</p> <p>Resourcing of programmes has been undertaken to ensure the appropriate mix of resources and skills are in place for each programme.</p> <p>A corporate programme management office has been established under the management of the Assistant Director for Corporate Programme Office and Chief Information Officer, which will ensure a standard approach is adopted to implementation of the governance and budgeting aspects of all of the programmes.</p> <p>Culture change is an important aspect of all the programmes and requires its own workstream with a lead person now appointed to deliver the outcomes required.</p> <p>Independent reviews of the delivery of each programme are included as part of the process, and resources have been included in the 2014/15 internal audit plan to undertake reviews of the key programmes.</p>	Risk Owners: Senior Leadership Team Control Owners: Programme SROs; Assistant Directors	29-Sep-2014	9	4	36		CRR_R007_F001	Ensure Cabinet approval is obtained for all key and other relevant decisions relating to each of the corporate programmes.	50%	31-Jan-2015
									CRR_R007_F002	Ensure that independent assurance on each corporate programme is obtained to cover all stages of the project lifecycle.	50%	31-Mar-2015

CRR_R0 09	Care Act Implementation - risks of non delivery by required timescales and inability to deliver the broader changes in social care and improve wider health care services. (Priority 3)	Dedicated Programme Manager; Adopted Programme Management approach to implementation; Membership of London Social Care Partnership (LSCP) networks; Skills for Care supporting workforce planning activity; Project Teams undertaking activity modelling; Work on Workforce Capacity Planning commissioned; Financial modelling incorporated into project plans of all workstreams; Rolling programme of briefings to all stakeholder groups including staff; Dialogue established with other Council Transformation programmes; IT staff incorporated into Programme Management Board	Risk Owner: Assistant Director Adult Social Services; Controls Owner: Programme Manager Care Act, Adult Social Services	04-Sep-2014	6	5	30		AH01_R00 6_F001	Appoint Programme Officers and allocate them to support activity modelling and workforce capacity building.	90%	31-Mar-2015
									AH01_R00 6_F002	Identify current and new worker activity, jobs and roles and conduct a workforce capacity planning model.	75%	31-Mar-2015
									AH01_R00 6_F003	Implement workforce redesign.	0%	31-Mar-2015
									AH01_R00 6_F004	Use of Better Care Fund to drive improved VFM.	50%	31-Mar-2015
									AH01_R00 6_F005	Financial modelling of implementation costs to be cross-referenced with activity modelling.	20%	31-Mar-2015
									AH01_R00 6_F006	Care Act Page to be created on Haringey's website.	0%	31-Mar-2015
									AH01_R00 6_F007	Provision of Care Act briefings to staff, Senior Management and Members.	75%	31-Mar-2015

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown