



Corporate Risk Register 2017-18


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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_RO11	Strategic activities and resources (financial, capacity, staffing) are not in place and aligned appropriately to ensure the effective delivery and outcomes of the Corporate Plan and Medium Term Financial Strategy.	Governance and programme management arrangements are in place for Priorities and Programmes; underpinned by a risk strategy and associated risk registers that identify accountability, which are monitored and reviewed regularly by Priority Boards. Resources Board is in place which reviews applications for funding, risks and issues relating to project/programme prioritisation. Corporate Programme Management Office supports the Priority and Resources Boards to assist in operational delivery of the Boards' responsibilities. Work is in progress to develop the new Corporate/Borough Plan which will be implemented from 2018 onwards.	Risk Owner: Chief Executive; Control Owners: SLT, Priority Owners; Programme SRO's	27-Oct-2017	8	4	32		CRR_RO11_F004	Ensure that there are effective mechanisms in place to measure the impact of the shift to prevention services.	75%	31-Dec-2017
									CRR_RO11_F005	Ensure that the delivery plans for each Priority area are aligned with resource requirements and interdependencies with other Priority areas.	75%	31-Mar-2018
CRR_RO12	The social regeneration and change outcomes in the Corporate Plan are not effectively managed to deliver a cohesive	Arrangements established within the Council and with partners to ensure that the priority areas, including the social programme, of the Strategic Regeneration Framework are delivered. Reporting arrangements in	Risk Owner: Strategic Director of Regeneration, Planning & Development. Control Owners: Programme Director,	27-Oct-2017	9	5	45		CRR_RO12_F001	Engagement plans with external stakeholders (GLA, private sector, third sector) to ensure objectives are aligned.	80%	31-Dec-2017

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	vision for the borough; key partners and stakeholders objectives for social regeneration are not aligned with the Council.	place: to the Programme Boards, to Cabinet and to the Joint Strategic Forum. A network of local stakeholder groups e.g. Landowners Forum has been established with regular communications in place. Working in partnership with other statutory partners to establish their contribution to the programmes. Multi-agency 'Hub' in place to help households affected by Benefit Cap to claim Discretionary Housing Payments (DHPs), manage their finances and access training and jobs. Monitoring expenditure for DHPs, Support Fund and Council Tax Reduction Scheme. Key performance measures and outcomes are identified as part of the Corporate Plan.	Tottenham									
CRR_RO13	Failure to respond effectively to potential changes in both the national and local political landscape over the next 12 months, including any impact on available resources; and any resultant policy/ legislative changes.	The policy impact of known legislation and the implications is reported quarterly to SLT; the financial impact has been built into the Medium Term Financial Strategy (MTFS) and is captured in the quarterly budget monitoring process. Three year financial plan approved by Council and monitored regularly to ensure delivery of the savings targets; action plans developed where overspends are identified. Contingency and reserve levels	Risk Owner: Interim Deputy Chief Executive Control Owner: AD Strategy & Communications; Chief Finance Officer	27-Oct-2017	8	3	24		CRR_R013_F001	Ensure that the Senior Leadership Team and Statutory Officers Group consider potential political and legislative changes as part of the risk management processes (horizon scanning).	75%	31-Mar-2018
									CRR_R013_F002	Ensure that quarterly reporting to SLT captures the policy impact of legislative changes; and links effectively to the MTFS reporting.	50%	30-Nov-2017
									CRR_R013_F003	SLT to consider the impact of government policy decisions,	50%	30-Sep-2017

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		are kept under review in order to respond to any new legislation. Estimates of future funding levels within the MTFS are reviewed by officers after each spending announcement. Service and financial planning process target resources to the priorities as set out in the Corporate Plan.								including any resource implications budget and longer term spending review and potential mitigation options for Haringey.		
CRR_R014	The speed of change in the organisation - actual and required - is not managed adequately; and the Council does not have the appropriate skills, capacity and capabilities in place and/or recruited to deliver the Corporate Plan effectively.	A programme of management development activities and cultural change is ongoing and being managed across all Council programmes. The Workforce Plan is part of the overall Corporate Plan delivery arrangements and is monitored on a regular basis, with reports to Staffing and Remuneration Committee. Updated policies and procedures underpin the Council's human resource requirements. Delivery of all programmes is monitored by the Priority Boards and outcomes from the corporate programmes are aligned with the Corporate Plan. Resourcing of programmes has been undertaken to ensure the appropriate mix of resources and skills are in place for each programme. Culture change is an important aspect of all the programmes to deliver the outcomes required.	Risk Owners: Senior Leadership Team Control Owners: Programme SROs; Assistant Directors	27-Oct-2017	9	5	45		CRR_R014_F005	Implement workforce plan.	100%	30-Jun-2017
									CRR_R014_F006	Implement new performance/reward policies and processes for managers.	100%	31-Mar-2017

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CRR_RO16	Adequate processes are not in place to safeguard vulnerable children and adults within the borough.	<p>The Council's processes highlight the requirement to make safeguarding everybody's business - safeguarding is one of the key improvement programme themes to embed the process into the overall organisational cultural change. A Quality Performance Network Board is in place within the Children's Service.</p> <p>The Local Safeguarding Children's Board is in place, with an independent chair, and complies with statutory requirements in reviewing and quality assuring practice and local arrangements; and the Board includes representatives from all key health and statutory partners.</p> <p>The Council has an Adults Safeguarding Board in place, with an independent chair, which works with key partners and agencies to improve safeguarding across adult social care.</p> <p>The Council has implemented a programme of awareness raising for safeguarding and Child Sexual Exploitation as part of its corporate training processes. Key partners, including the police are part of the programme and the Council is also working with local businesses and the community to raise awareness and enable reporting of concerns to take</p>	<p>Risk Owners: Director of Children's Services; Director of Adult Social Services</p> <p>Control Owners: AD's Children's and Adult Services</p>	27-Oct-2017	9	3	27		CRR_RO16_F004	Continue to monitor the impact that the Care Act has on the number of safeguarding referrals received.	100%	31-Mar-2017
									CRR_RO16_F006	Monitor the ongoing impact of DoLs cases on budgets and safeguarding processes	80%	31-Mar-2018

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