

MUNICIPAL YEAR 2018/19 REPORT NO. **198**

MEETING TITLE AND DATE:

Audit & Risk Management
Committee
6 March 2019

REPORT OF:

Director of Law and Governance

Agenda – Part:	Item: 5
Subject: Service Delivery Risk Registers	
Wards: All	
Cabinet Member consulted:	

Contact officer and telephone number:

Gemma Young – Head of Internal Audit & Risk Management

Telephone: 07900 168938

Email: Gemma.Young@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report presents risk registers for the Service Delivery operating areas (People and Place Departments.)
- 1.2 A representative from each department has been nominated to attend the meeting to answer questions relating to their register.
- 1.3 A Corporate Risk Register is currently being developed and will be presented at the next Audit & Risk Management Committee meeting in June 2019.

2. RECOMMENDATIONS

- 2.1 To note the risks recorded in the Service Delivery Risk Registers.
- 2.2 To note the Corporate Risk Register will replace the Service Enabling and Service Delivery Risk Registers at future meetings.

3. BACKGROUND

- 3.1 The Council's Risk Management Strategy allows for the regular review of the operational and strategic risk registers.
- 3.2 In accordance with the Strategy, the Audit & Risk Management Committee is responsible for monitoring the effective development and operation of risk management in the Council to ensure compliance with the Strategy.
- 3.3 The risks, assessments, controls and mitigating actions in the registers presented in this report have been reviewed and agreed by Departmental Management Teams (DMTs) who are responsible for ensuring that there is a dynamic management of risk across their departments.
- 3.4 The Risk Management Team continues to provide oversight, challenge and advice to departments regarding effective risk mitigation and governance.

Service Delivery Operating Area Risks

- 3.5 The Service Delivery risk register consists of 18 risks as detailed in the table below.

Risk Code	Risk Title	Current Risk Rating	Direction of Travel
PEO1819-01	Failure to Protect Children	MEDIUM	↔
PEO1819-03	Increased Service demand	MEDIUM	↓
PEO1819-04	Changes in policy and associated legislation	MEDIUM	↔
PEO1819-05	Negative Inspection outcomes	MEDIUM	↔
PEO1819-07	Financial pressures	MEDIUM	↔
PEO1819-08	Workforce	MEDIUM	↔
PEO1819-10	Market Stability and Sustainability	MEDIUM	↓
PLA1819-01	Failure to recruit & retain staff	MEDIUM	↔
PLA1819-02	Digitalisation Programme	MEDIUM	↓
PLA1819-03	Budget management	MEDIUM	↔
PLA1819-04	Poor management of the savings programme	MEDIUM	↔
PLA1819-05	Customer Experience	LOW	↓
PLA1819-06	Contract Management Failure	MEDIUM	↔
PLA1819-07	London Plan and Housing Zone agreements	MEDIUM	↔
PLA1819-08	Performance Management & Information	MEDIUM	↔
PLA1819-09	Comprehensive Masterplan delivery	MEDIUM	↔
PLA1819-10	Implications Post Brexit	HIGH	↑
PLA1819-11	Compliance with statutory obligations around corporate landlord and other functions	LOW	↓

- 3.6 Five of the risks have had their rating lowered, one has increased.
- 3.7 The following three risks have been removed since the last time it was presented to Audit & Risk Committee in July 2018.

Risk Code	Risk Title
PEO1819-02	Missing Children
PEO1819-06	Violence and abuse against staff
PEO1819-09	Vulnerable Residents

- 3.8 The Service Delivery risk register is provided in Appendix A.
- 3.9 Departmental Management Teams will continue the regular review of all risks presented in their risk registers to ensure assessments remain reasonable and all mitigating actions identified are undertaken within a reasonable time.

Corporate Risk Register

- 3.10 A Corporate Risk Register is currently being developed and will be presented at the next Audit & Risk Management Committee in June 2019. Going forward, only the Corporate Risk Register will be presented at the Audit & Risk Management Committee meetings.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There are no alternative options to consider. Not providing an update on the Council's Risk Registers would be contrary to best practice.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Council's Risk Management Strategy allows for the review of the Service Enabling and Service Delivery Risk Registers.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

There are no financial implications arising directly from a review of the Council's Risk Registers.

6.2 Legal Implications

The Accounts and Audit (England) Regulations 2011 Section 4(1) requires the Council to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

This report has been completed as part of the Council's corporate Risk management process.

6.3 Property Implications

There are no property implications arising directly from a review of the Council's Risk Registers.

7. KEY RISKS

Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate risks it may face.

This report forms a part of the Council's risk management process.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

An effective Risk Management Service helps to provide assurance over any risks that might adversely affect the delivery of good homes in well-connected neighbourhoods.

8.2 Sustain strong and healthy communities

An effective Risk Management Service will help the Council achieve its objectives to sustain strong and healthy communities.

8.3 Build our local economy to create a thriving place

An effective Risk Management Service will help the Council achieve its objectives in building the local economy and creating a thriving place.

9. EQUALITIES IMPACT IMPLICATIONS

It is not relevant or proportionate to carry out an equalities impact assessment / analysis for the review of the Council's Risk Registers.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

An effective Risk Management process is an essential part of the performance management of the Council's services and activities.

11. HEALTH AND SAFETY IMPLICATIONS

There are no Health and Safety implications arising directly from a review of the Council's Risk Registers.

13. PUBLIC HEALTH IMPLICATIONS

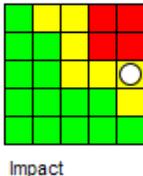
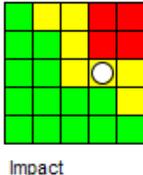
There are no Public Health implications arising directly from a review of the Council's risk registers.

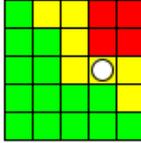
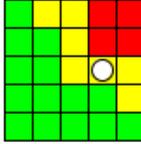
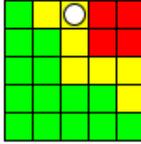
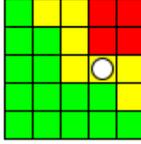
Background Papers

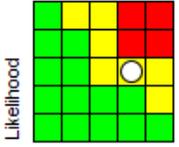
None

Appendix A – Service Delivery Risk Register (March 2019)

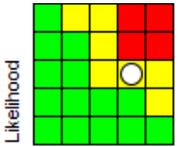
People

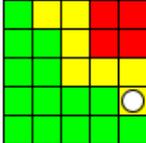
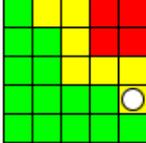
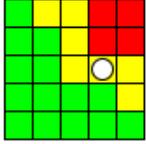
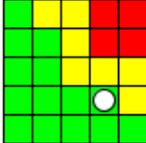
Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
<p>PEO1819-01 Failure to protect vulnerable residents.</p> <p>If Safeguarding arrangements are not sufficiently robust to ensure safety and wellbeing of vulnerable children, young people and adults then there is the potential for fatality; failure to meet duty of care, leaving the Council at risk of inquiry/legal challenge; and increased costs due to the need for corrective action</p>		<ul style="list-style-type: none"> - Dissemination of learning from case reviews. - Well established systems, processes and practices. - Activity overseen by Safeguarding Boards. - Range of quality assurance systems in place including Practice and Performance Board. - Comprehensive training and development programme for staff. - Advocacy arrangements for clients - External audits of local practice - Staff are required to have enhanced DBS checks. - Regular policy and guidance reviews. - User groups and engagement activity ensure vulnerable people have an opportunity to express their views and any concerns about the delivery of services. 	 <p>Likelihood</p> <p>Impact</p>	<p>Whilst there is a significant increase in demand for services to vulnerable residents a range of quality assurance measures and a culture of continuous improvement are in place to ensure that everything possible is done to protect vulnerable residents from suffering significant harm.</p> <p>The Council has invested in children's services to manage the increase in demand for assessment and domestic abuse services.</p> <p>External peer challenge and reviews are planned for 2019 and inspections by Ofsted and HMIP are anticipated in children's social care services and youth offending services.</p>	<p>PEOPLE DMT May 2019</p>
<p>PEO1819-03 Increased service demand</p> <p>Increasing need for services to vulnerable people due to population growth, demographic changes and increased prevalence of co-morbidities and risk factors that present risks to managing demand within current resources.</p>		<ul style="list-style-type: none"> - The MASH ensures a proportionate response to managing the needs of vulnerable children and adults. Eligibility criteria have been reviewed in service areas. - Increase in frontline staff to ensure statutory duties are met in areas of high demand. - An effective pupil places strategy is providing for children with special education needs. - Panel processes are in place to ensure consistent decision making, risk management and the judicious use of resources. 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Services to vulnerable people are led by experienced leaders and managers. - Regional and national arrangements for supporting the growing number of unaccompanied asylum-seeking children have been negotiated. - Quality assurance systems, rigorous management oversight and Member led governance arrangements ensure that the Council fulfils its statutory duties to vulnerable children, young people and adults. - Increased capacity of SEND provision in Enfield to ensure that the LA is not reliant on educational provision in out of borough schools. - Revision of the SEND Strategy. 	<p>PEOPLE DMT May 2019</p>

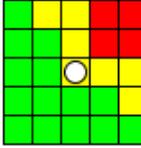
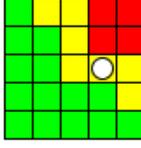
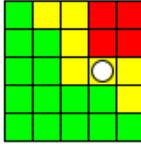
Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
<p>PEO1819-04</p> <p>Changes in policy and associated legislation</p> <p>If there are changes to government policies and legislation, then the council is obliged to take swift action. The current funding position limits the capacity of the department to respond to the impact of change/transformation.</p>		<p>Services to vulnerable people are a key priority for the Council and the organisational infrastructure has flexibility to respond to priority areas. Managers are experienced in managing change and this has been supplemented by resilience training ensuring compliance with current and new legislation.</p>	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - A comprehensive review of internal processes has helped to reduce bureaucracy and enabled resources to be focussed on areas of greatest need. - Strengthening partnerships and collaborations. - Responding to central government consultations to influence decisions. - Staff get updated on legislative and policy changes through mature dissemination methods. 	<p>PEOPLE DMT May 2019</p>
<p>PEO1819-05</p> <p>Negative Inspection outcomes</p> <p>If regulatory inspections highlight significant deficiencies in practice, management, leadership or governance then there could be government intervention resulting in loss of LA powers in relation to vulnerable children; reputational damage and a drop-in staff morale leading to a high staff turnover and increased agency staff costs.</p>		<ul style="list-style-type: none"> - Rigorous pre and post inspection planning and preparation, collaborative service working Departmental strategies to ensure good practice is embedded and poor performance identified and improved. - Comprehensive governance arrangements via Multi Agency Boards. - Regular inspections by external bodies - Annual assurance process to PHE by DPH and s151 officer - Continued investment in high quality training and development for the workforce. 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - The Local Safeguarding Boards oversee the quality of multi-agency work in relation to vulnerable people. - External and internal audits are generally positive about the quality of work. Identified weaknesses are responded to quickly. 	<p>PEOPLE DMT May 2019</p>
<p>PEO1819-07</p> <p>Financial pressures</p> <p>Increased demand and rising cost of services coupled with diminishing council budgets and grants, e.g. Public Health grant.</p>		<ul style="list-style-type: none"> - Efficiency programme assurance meetings - Budget monitoring process - Performance monitoring - System wide meetings and monthly Joint commissioning board - Regular oversight of finance and activity across the system - Member oversight 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Use of 3 year iBCF funding - ASC precept funding - External LGA review of use of resources - Budget recovery plans regularly reviewed - Extensive re-modelling of services to maintain quality and operate within available budgets. - long term HiAP programme to improve health and so reduce demand on social care 	<p>People DMT May 2019</p>
<p>PEO1819-08</p> <p>Workforce</p> <p>Cause: Organisational changes or policy changes (Brexit) Effect: Inability to recruit and retain appropriately qualified and skilled staff</p>		<ul style="list-style-type: none"> - Focus on permanent recruitment - Partnership with Health/BEH trust to recruit across sectors for key staff. - Partnership with government sponsored groups e.g. Frontline, Step up. - Restructure of PH team to align better to 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Requirement for a regular workforce development oversight group; overview of recruitment issues within health and social care including the wider market and impact on providers - Development & implementation of new 	<p>People DMT May 2019</p>

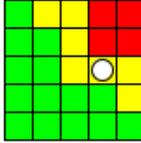
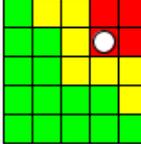
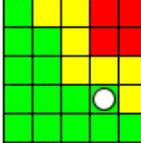
Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
		Council priorities and create synergies across teams		provider forum - Centre of Excellence focussing on staff development to be implemented during 2019.	
PEO1819-10 Market Stability and Sustainability If sustainability issues are not addressed then availability and quality of supply will reduce resulting in more delays in providing care and reducing demand, and increased service quality and safeguarding concerns.		<ul style="list-style-type: none"> - Regular review of rates and how they are broken down - Additional funding in 16/17 and 17/18 & 18/19 & 19/20 for uplifts to hourly rates. - Robust provider concerns process in place. - Agree process for uplifts to take account of national minimum wage increases - Recommissioning of 0-19s services 		<ul style="list-style-type: none"> - Use of 3 year BCF/iBCF funding - ASC precept funding - Winter Resilience Funding - Annual savings plan - Budget recovery plans regularly reviewed - Review of PB funding processes - Review of placement processes and practice - Review of accommodation for PD adults - Assistive Technology innovations group - Public health advice on evidence and outcomes. 	People DMT May 2019

Place

Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
PLA1819-01 Failure to recruit & retain staff If there is limited supply of experienced and competent staff in the market place and limited scope to respond created by current pay structures, then this creates increase in market payments and therefore restricts access to required staff. IF we do not offer competitive remuneration packages THEN we will be unable to recruit and retain staff to achieve the council's vision		<ul style="list-style-type: none"> - The Council's workforce strategy includes commitments to; - Ensure that staff are developed - The pay and rewards package is fit for purpose - Talent is identified and nurtured - The Council recruits the right people - The right culture is in place - A diverse workforce - The right support service 		<ul style="list-style-type: none"> - Implement the findings of the HR on-boarding review within Place tbc - Put forward proposal to CMB to reintroduce the use of Salary Supplements to allow services to attract appropriately qualified staff to hard to fill roles - Review apprentice scheme levy 30/70 at present – to grow our own 	Place DMT May 2019

Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
<p>PLA1819-02 Digitalisation Programme</p> <p>IF ICT fails to deliver the agreed IT programme for the department and provide effective support to BAU ICT requirements THEN we will not be able to improve services to deliver a positive customer experience in Place. For example, recommendations arising from service reviews.</p>		<ul style="list-style-type: none"> - Client relationship manager oversees progress and communications with Place - Programme and project management resources have been allocated to the digital programme - Weekly progress meetings with senior users to report on progress and escalate issues 	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> - BARTEC project is in delivery. PM reports on progress to the Dir of Environment and Ops on dependencies e.g. platform upgrade - Device replacement programme is in delivery working closely with teams to ensure hardware is fit for purpose and meets departmental needs 	<p>Place DMT May 2019</p>
<p>PLA1819-03 Budget management</p> <p>If budget holders do not effectively manage their budgets & pressures or escalate issues when they arise, then this could cause problems delivering planned savings, gaining income and managing existing budget pressures</p> <p>IF expenditure is not monitored effectively THEN we will be unable to balance budgets to deliver savings identified in the savings programme</p>		<ul style="list-style-type: none"> - Regular/monthly revenue & key income budget monitoring by DMT - Training and support available to budget holders 	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> - Control of budgets properly delegated to budget holders 	<p>Place DMT May 2019</p>
<p>PLA1819-04 Poor management of the savings programme</p> <p>If the savings programme is not managed appropriately, including a thorough analysis of the impact of reduced funding on service provision then the quality of services will be compromised and we will be unable to deliver a positive customer experience</p>			<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> - Take a systems thinking approach to planning to ensure we identify the impact on other services and identify mitigating actions where possible 	<p>Place DMT May 2019</p>
<p>PLA1819-05 Customer Experience</p> <p>if we do not maintain and/or improve the quality of customer services provided by services coming in to the Place department then we will fail to provide a positive customer experience and the councils reputation will suffer</p>		<ul style="list-style-type: none"> - Performance monitoring - MEQ and complaints identify learning shared with HoS to implement changes 	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> - Support services to review, assess and improve the customer experience - Introduce customer feedback to assess positive customer outcomes - Produce quarterly organisational learning reports to process improvements or individual learning 	<p>Place DMT May 2019</p>

Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
PLA1819-06 Contract Management Failure If contracts and contractor's performance are poorly managed, then contracts will not deliver the desired outputs		<ul style="list-style-type: none"> - Regular reviews of contract documentation and performance 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Ensure there is a robust approach to contract management including confidence to end a contract and re-procure if necessary 	Place DMT May 2019
PLA1819-07 London Plan and Housing Zone agreements If numbers of houses to the required quality are not delivered within the timescales required by London Plan, then this could negatively impact on Enfield's requirement to ensure local plans generally conform with The London Plan If we fail to deliver the number of homes required to meet the London Plan targets then we will be unable to reduce reliance on temporary accommodation and improve the quality of life for families in Enfield		<ul style="list-style-type: none"> - Housing zone status - Housing Zone 2 approved - AD for Regeneration appointed - Housing Renewal & Development Team moved over to Regeneration Division - Executive Director chairs Housing Board 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Series of monitoring meetings underway strengthening relationships with contractors - Enhanced financial checks are being put in place - Developing stronger delivery relationships with private sector, improving how Developers come into the Borough and work with us to meet delivery targets - Housing delivery is reliant on improvements to public transport infrastructure and the speed of Developers. Key stakeholder groups are being set up to address this. 	Place DMT May 2019
PLA1819-08 Performance Management & Information If there is a reduction in data quality and lack of effective performance management, then there could be information management & data quality issues, increased reputational risks, failure to meet FOI & MEQ deadlines etc. If performance management information is of a poor quality then decisions and improvements may not be appropriate to drive up customer satisfaction		<ul style="list-style-type: none"> - KPIs (currently under review) are monitored quarterly at DMT and areas for improvement identified - Complaints and information team has completed a data cleanse of all cases to improve the quality of data in power BI 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Produce monthly summaries of MEQs and Complaints to support 	Place DMT May 2019

Risk Code, Title & Description	Original Assessment	Internal Controls	Current Assessment	Mitigating Actions	Responsible Officer(s) & Next Review
<p>PLA1819-09 Comprehensive Masterplan delivery If there is a successful challenge by existing landowners to the Council's planning and land assembly approach then the Council may be unable to implement its regeneration proposals.</p>		<ul style="list-style-type: none"> - Strengthen planning policy position through CLAAP and ongoing negotiations with landowners regarding land acquisition. - Ensuring the Council takes a robust approach in relation to CPOs - Where required, seek barrister advice to strengthen case. - The Council has employed JLL and Trowers who are negotiating deals on behalf of LBE 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Review Local Plan; adopt CLAAP; review masterplan and appoint Design Advisor; - Purchase sites and continue negotiations. A number of site acquisitions have taken place Pheonix Wharf, Ikea etc 	<p>Place DMT May 2019</p>
<p>PLA1819-10 Implications Post Brexit If there are negative impacts on housing growth, land values, major contract clauses, project financing; changes in immigration rules; business growth, and new regulations brought in to replace current EU requirements on environmental matters, then regeneration programmes could be placed at risk; housing supply may come under further pressure; business rate income could fall and environmental service arrangements will need to be reviewed</p> <p>if we do not seek to minimise the uncertainty around Brexit conditions then we will not be prepared to respond to changes to minimise the impact on regen programmes and housing regeneration projects could pause</p>		<ul style="list-style-type: none"> - Use existing local government networks to understand implications for regeneration & environment sectors and lobby central government to ensure maximum protection around these service areas - Monitor Brexit implications on immigration - Get confirmation on how existing EU funding will be maintained despite exit arrangements 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Carry out further work on population growth under Strategic Planning. - Undertake regular market soundings to determine trends - Undertake options modelling to understand implications of potential changes and plan mitigation for example: the impact of the removal of freedom of movement on the construction labour market 	<p>Place DMT May 2019</p>
<p>PLA1819-11 Compliance with statutory obligations around corporate landlord and other functions if we do comply with statutory obligations then the council will be vulnerable to sanctions for non-compliance then we will not be prepared to respond to changes to minimise the impact on regen programmes</p>		<ul style="list-style-type: none"> - Services have risk assessments that are monitored regularly 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> - Embed legislative requirements in BAU, policy and service planning; introduce regular monitoring of specific requirements (e.g. Equalities) at DMT 	<p>Place DMT May 2019</p>