Westminster Scrutiny Commission

Date:	**20th March 2012**
Classification:	**For General Release**
Title:	**Triborough Risk Register**
Report of:	**Chief Executive**
Wards Involved:	**N/A**
Policy Context:	**Triborough Risk Management**
Financial Summary:	**N/A**
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1.   Summary

1.1   At the last meeting of the Westminster Scrutiny Commission on the 9th November 2011, the Members received a report which provided an update on the progress of tri-borough programmes and logged the cross-cutting risks and mitigating actions being taken by programmes. Members of the Scrutiny Commission welcomed Mike More, Chief Executive, to the meeting who gave a presentation on the current position regarding the legal agreements, employment arrangements, financial systems and governance arrangements of the tri-borough programme.

1.2   The Commission examined the risk register provided to the commission and requested that a further risk register, which more accurately reflected the genuine concerns of the tri-borough programme, be submitted to its next meeting on the 20th March 2012. Members also requested that the document did not have any colour coding.

Tri-Borough Risk Register

Ref	Class of Risk	Risk Description "If..., then... "	Mitigating Actions
1	Political	If the changes in political leadership leads to a different view of Tri-borough, then major changes may be required to the programmes including revision of savings targets.	Engagement with new Leaders and Members by chief executives and senior managers to clearly explain how Tri-borough is working, the benefits realised to date and those planned.
2	Financial	If the initial savings targets cannot be delivered, then Tri-borough will not achieve its goals leading to greater impact on services and the need for alternative cost cutting measures.	Savings strategies and delivery of savings are tracked at both a programme and cross Tri-Borough level. Programmes to identify opportunities/ contingencies for further savings in each service area that could be achieved without undermining the new arrangements.
3	Financial	If the economic situation declines and local government funding is reduced further, then major changes may be required to the programmes to achieve further savings in addition to those planned.	Directors and Senior Managers to identify opportunities/ contingencies for further savings in each service area that could be achieved without undermining the new arrangements.
4	Technological	If the basic infrastructure, particularly access to IT systems, is not in place for new services to deliver new ways of working then the effectiveness of services will be compromised.	Lead specialist e.g. ICT to work with each programme to ensure that services can work effectively. Programme Boards are identifying bottlenecks and escalating where appropriate.
5	Technological	If common Tri-borough IT systems are not in place for the new services then expected efficiencies will not be achieved at the initial stages.	Ensure the resources available to ICT are sufficient to enable full attention and prioritisation of the work required.

6	HR /Culture	If the staff capacity (particularly management) is insufficient to cope with services workload due to lack of clear prioritisation, then full delivery of the programmes and new services may be jeopardised.	Directors and senior managers to work with staff and key stakeholders to prioritise work and manage expectations.
7	HR /Culture	If the potential loss of knowledge and drop in morale resulting from redundancies is not addressed, then serious gaps in capacity and or decline in service efficiency will compromise service quality	Managers will ensure that support is given to staff leaving and staff taking on new responsibilities through a planned handover process and ongoing support.
8	HR /Culture	If the cultural changes required for successfully delivering combined services (e.g. customer focused delivery) is not accomplished, then benefits realisation may be delayed and staff morale will suffer	Programme managers and senior managers to highlight business change, learning and development work required as an important element in the programme continuing into the establishment of the new services.
9	Strategic	If changes to the NHS hamper the design of new partnerships with Adult Social Care and Children's Services then integrated services may be delayed or not delivered and benefits may not be delivered.	Regular meetings with Clinical Commissioning Groups and NHS London, INWL and other community health providers to discuss, agree and progress changes.
10	Strategic	If the Corporate Services programme does not sufficiently engage with its customers and use their needs to inform service redesign then there is a risk that the solutions may not be fit for purpose and this may delay achievement of the promised benefits.	A business change approach has now been agreed which includes Voice of the Customer. There will be engagement with Members (through the Corporate Services Member Steering Group) and Senior Managers throughout the process.

| 11 | Governance | If governance is not adapted to reflect the change from programmes to business as usual with clarity around how, when and by who decisions and approvals are made, then service delivery may be jeopardised and benefits not realised. | A range of governance and decision making maps and tools are being finalised to help clarify governance in a single, bi and tri borough world.

Tri-borough Programme Management Office to highlight with all programmes changes to structures which may be appropriate and advise on changes to behaviour. |
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List of 'Class of Risk'

Strategic,
Operational,
Political,
Financial,
Social,
Technological,
Legislative,
Environmental,
HR /Culture,
Governance