

Appendix 1: Corporate Risk Register Red Risks

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
CFLCS0034 Doyle, Jane	Changes to the DSG and ESG funding regulations, alongside rising demand on specialist DSG budgets due to an increasing population and increasing parental expectations will adversely impact the budget position of the council, schools and private early years providers.	The Council's general fund will be impacted, schools will move into deficit positions and private early years providers will face cost pressures that could lead to business failure.	Peacock, Barbara People Department	Regular discussions are taking place with the Early Years provider market to understand budget pressures they are facing Responses to the Government's consultation will be provided outlining the impact that the proposed funding changes will have on Croydon	4	5	20	Continued lobbying will take place highlighting the low per pupil rates that Croydon receives in comparison to its statistical neighbours Council – budget savings will be sought Schools positions are monitored quarterly, with schools in deficit being required to meet with LA staff on a termly basis to review their budget positions and cost efficiencies they are making	3	5	15
CFLSCF0015 Lewis, Ian	Risk of continuing rise in unaccompanied (minors) asylum seekers where there is a statutory obligation to provide care/housing and a reduction in Home Office funding for them and the risks of placing children we do not know in placements outside of the borough . There are additional increases in relation to trafficked children and missing children.	Significant service and staff resources pressures, with pressures on placement supply in-house and in the independent sector, and pressures on school places and LAC health services.	Peacock, Barbara People Department	Continued work with UKBA to ensure that only appropriate young people are placed. increased use of the rota to place young people in other boroughs	5	4	20	Additional commissioning arrangements for Health services. Further engagement with Home office and Association of Directors of Children Social Services Implementation of the National Dispersal Scheme Work to realise opportunity presented by the Immigration Bill and formal system for dispersing unaccompanied child migrants introduced by central government	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
DASHHN0039 Meehan,Mark	Risk that lack of supply of temporary accommodation and affordable private and public sector accommodation worsens, increasing use and costs of emergency accommodation and resulting in further budget pressures. (Risk jointly owned with Mark Fowler Gateway Services)	<p>Additional cost to General Fund due to increased spending on emergency and temporary accommodation.</p> <p>Households potentially living in unsuitable accommodation with consequent negative impacts on their health and wellbeing.</p> <p>Risk of increased of homelessness or risk of breach of statutory obligations regarding use of shared emergency accommodation for more than six weeks .</p> <p>Potential for legal action against Council and reputational damage.</p> <p>Greater difficulty in placing tenants within the private rented sector.</p> <p>Risk of people not moving on from temporary accommodation</p>	Peacock, Barbara People Department	<p>Development of Pan London initiative (London Councils) to achieve VFM on nightly B&B rates</p> <p>Establishment of Homelessness Task Group</p> <p>Establishment of Service In Year Budget Tracking Board to monitor progress of the in-year spend, working to achieve a balanced budget year end. This includes reviewing the progress and impact of the planned activity to reduce spend and oversee progress on developing and implementing the approach to demand management including an action plan identifying activity to reduce the in year spend, a dashboard which details information on spend and demand and a list of clients including length of provision, cost of provision, date of last review and relevant plans for alternative/different provision.</p> <p>Monthly temporary accommodation strategy meeting.</p> <p>New Allocations Policy and Tenancy Strategy</p>	5	4	20	<p>Continue working with the EY Demand Management programme aiming to reduce presenting as homeless by 25%</p> <p>Effective Use of Housing Revenue Account</p> <p>Expanding temporary accommodation programme. On going review of use of housing stock to balance out need for longer term tenancies whilst meeting temporary accommodation needs</p> <p>Further work of Gateway team and Family link workers to prevent demand for temporary and emergency accommodation</p> <p>Lobbying Central Government on local housing allowance</p> <p>Special purpose vehicle option being explored to further develop options</p> <p>Working up business cases for the procurement of private sector accommodation to reduce reliance on shared B&B accommodation including permitted development properties</p>	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
				Procurement of temporary accommodation outside of the Borough when appropriate							
DASHPD0043 Solanki, Pratima	There is a risk that the delivery of Outcomes Based Commissioning could be disrupted on the grounds that + The new alliance structure and form implementation is delayed/halted + Financial improvements in the health economy are not signed off by regulators + Need to agree risk share model particularly whilst CCG and CHS remain in special measures process and pending turn around outcome. + A model of system delivery which incorporates a full range of social care providers is not developed	Inability to deliver 10 Year Outcomes Based Commissioning could result in major benefits for residents who are over 65 in Croydon not being realised and adversely affect the delivery of a sustainable health and social care economy. (Risk Jointly owned with Sarah Ireland Director SCC)	Peacock, Barbara People Department	Alliance agreement development in progress Controls and resource in place to manage delivery of TRASC programme Engagement of Social Care Commissioners in model of care development programme Financial Improvement Process in place by CCG and CHS. Council Officer are linked into this process. Focussed Council and CCG savings process in place with transparency OBC programme management in place Ongoing development of the inclusion of OBC as Croydon sub-set of SWLondon Sustainability Transformation Plan and involvement in health devolution piloting	5	4	20	Active participation at a wider level of social care commissioners in development of Care Model Bring forward benefits in the existing Model of care Initiatives and work up new initiatives at pace, pilot, test and scale up Contingency plans include use of system integrator service or open procurement Embed alliance working via one team approach Finalise risk share and content of alliance agreement with full leadership sign up Legal teams to provide options appraisal of structural and contractual models proposed by Commissioners and Providers	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
				Ongoing dialogue through Board to Board meetings to agree new structural and contractual model which involves Alliance Partnership including Providers and Commissioners Review existing planned transition arrangements							
DASHPD0044 Solanki, Pratima	Care market management risk that provider market capacity cannot meet our demands at the cost budgeted for. Risk that demand for residential and nursing placements and homecare (domiciliary care) for Older People (OP) outstrips supply. This comes at a time of additional winter pressure that further increases this risk. Risk that disability placements continue to be made in residential settings at cost; Croydon commissions the highest number of LD placements across London. Croydon has the second largest care home market in London. Our capacity to effectively manage this market is limited compared to its size and the pressure placed upon the health economy by the size of this market is great.	Budget pressure to ASC due to rising pricing as supply outstrips demand in London. The Council makes approx. 1000 placements per year. Inability to divert budget to prevention due to the need to fund rising costs of care. Decrease in available OP placements resulting in delayed discharge from hospital, and subsequent Delayed Transfer Of Care costs on ASC and our partners. Managing the quality of providers as we are less able to be selective which providers we use. Pressure on our resources to contract monitor and conduct market management activities. The cost of disability placements in residential settings is significant; resources are needed to identify and manage the local market to meet LD needs in community settings. Reputational damage to the council for not meeting the needs of vulnerable people.	Peacock, Barbara People Department	A review of Learning Disability high needs placements resulting in more appropriate services to meet needs with reduced costs. Placements team manage the OP residential and nursing placements; team have identified nursing placement capacity issues and sourced providers that increase the capacity in the system and ensured short term measures implemented, including rate management and block contract maximisation. The monitoring team is actively managing the care home and homecare market through quality monitoring, joint working with safeguarding, managing providers in provider concerns (and those in pre-provider concern.	5	4	20	3-year Inflation Strategy to enable financial planning and market stability. Continuation of the Learning Disability high need placement review Continuing to manage the market through the monitoring team Development of the Market Position Statement and market management strategy. Different models of service delivery being developed including preventing the demand for beds arising in the first instance Disability Placements to be coordinated through the placements team Further maximising OP block contracts through increasing nursing beds, and reducing voids.	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
				Transfer of existing beds in block arrangements from residential to nursing care to add capacity where needed.				Older People OBC Alliance that integrates health and social care will enable more efficient use of resources and the care market			
DEV0022 Lacey, Colm	Affordable housing: Challenge to future supply due to: i) changes in housing market resulting in new developments not including housing/affordable housing element ii) reduced levels of affordable housing achieved through planning obligations (such as s106s and CIL) because of difficulty with viability issues iii) reduced ability to deliver affordable housing through the new Homes & Community Agency Funding and delivery model due to reduced grant funding iv) local market dynamics whereby private sector landowners/developers may follow alternative development uses, e.g., commercial uses or temporary uses v) Housing and Planning Act implications still not completely clear for example 'higher value levy' on council owned housing stock may result in housing being sold off.	Shortage of affordable housing to meet urgent housing needs and increasing use of temporary accommodation and B&B for homeless households, with negative financial and PR implications; Less mixed tenure schemes due to growing reliance on 100% affordable housing schemes; Difficulties developing new low cost home ownership schemes.	Mustafa, Shifa Place Department	Actively manage programme - identify works and deal with issues impacting on scheme delivery. Brick by Brick development company currently reviewing a number of sites Change in planning conditions increasing the requirement for affordable housing from 15% to 30% Focus work on schemes providing greatest mixed tenure with affordable housing output. Housing enabling function set up Local plans supported by planning and strategic transport division Maintain and strengthen partnership arrangements with registered providers. E.g. through one to one meetings and new strategic working group.	5	4	20	Continue engagement with the new Mayor of London to achieve sign off of new schemes Engage more closely with land owners/developers and map the ownerships of sites in key areas Explore links between affordable rent and PRS models to enable developments to come forward Housing delivery paper to address and endorse delivery plan with developers. Robustly enforce minimum affordable housing requirement on s106 sites in line with Core Strategy Submit or support bids for new funding to support additional affordable housing e.g. Mayor's Housing Covenant	4	4	16

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
				Proactive approach engaging registered providers, owners, developers etc Registered providers of social housing able to bid for sites Setup of Croydon LB housing company to operate outside borrowing restrictions of HRA Submit or support bids for new funding to support additional affordable housing e.g. Mayor's Housing Covenant							

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
PRCES0058 Tate, Stephen	<p>Risk that council does not successfully balance the competing demands on the Housing Revenue Account for repairs, maintenance, general housing management and that the current HRA arrangements become unsustainable.</p> <p>The 30 year business plan of the Housing Revenue Account had previously factored in an assumed increase in rents (equal to increases in the consumer price index +1%). Investment plans for repairs, maintenance and new home building were based on this assumed increase in income. Government policy now requires social landlords to commit to decreasing rent by 1% from 16/17 over four years. Secondly 'Pay to Stay' policy means social housing tenants with household incomes over £40,000 will have to pay a market or near market level of rent from April 2017 to fund central government deficit reduction and this will have to be administered by HRA with potential impact on tenancies. Thirdly higher value council owned properties may have to be sold off to fund the extension to Right to Buy for other social landlords creating further uncertainty. Lastly the cap on housing benefit for social tenants to align with local housing allowance may also have a knock on effect for the HRA. The level of impact is currently unknown.</p>	<p>Investment plans for repairs, maintenance, general housing management and new home building will need to be reviewed through further financial modelling and reprioritised in the light of this decreased income together with the investigation of other potential efficiency savings.</p>	<p>Mustafa, Shifa</p> <p>Place Department</p>	<p>16/17 deficit resulting from 1% rent reduction has been covered by reducing spend on the capital programmes and responsive repairs as well as a restructure.</p> <p>High level options appraisal being drafted</p> <p>Ongoing discussions regarding the prioritisation of repairs, maintenance, general housing management and new build schemes.</p> <p>Steering group chaired by Housing Needs and District & Regeneration Directors and formed of Housing heads of service and finance has been established to develop workstreams to manage and mitigate impact.</p> <p>Working group for the HRA established</p>	5	4	20	<p>A review of current expenditure commitments and investigation of efficiency savings that can be identified within the HRA, together with an assessment of the impact of different options to ensure tenants' interests are protected.</p> <p>Continue delivery of identified workstreams to mitigate impacts</p> <p>Further savings plan in relation to the HRA identified</p> <p>Keep up to date with updates and advances in the legislation</p> <p>Ongoing work on modelling together with Finance team</p>	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
RCSCFS0001 Simpson, Richard	<p>The Council faces continued significant reductions in its grant funding, over the period 2016 to 2020. This is at the same time as significantly rising demand for services and growth in population.</p> <p>Risk that demand/budget gap is not bridged without the need for cuts to services.</p>	<p>Insufficient resources may lead to inability to meet community needs and political aspirations. Potential inability to meet statutory responsibilities in times of increasing demand through changing demographics, for example mental health services, older people's services and deprivation of liberty demands. Damage to reputation and service.</p> <p>Reduction in resources</p> <p>Increasing demands for services and support, for example the Council Tax support scheme arrangements</p> <p>Risk of failure to balance Budget and Failure to maintain capital investment strategy in infrastructure (Strategic objective alignment: Enabling)</p>	Simpson, Richard Resources Department	<p>a) The Council has a track record of delivering significant savings since 2010 (£100m)</p> <p>b) Croydon Challenge Programme in place and being delivered</p> <p>c) Quarterly monitoring of in year financial performance to Corporate Leadership Team and Cabinet</p> <p>e) Savings for 17/18 signed off by Cabinet as part of 2016/17 budget setting report. Gap of only £15m for 17/19.</p> <p>f) New Corporate Plan aligned to Ambitious for Croydon to ensure priorities align with resources</p> <p>g) Voluntary severance scheme has successfully reduced employment costs for council in 16/17</p>	5	4	20	<p>Further work on 17/20 savings options as part of Croydon Challenge work with CLT and Cabinet</p> <p>Input to government review as part of 100% business rates retention and fair funding review to ensure needs analysis part of the formula reflects the pressures faced by Croydon.</p> <p>Key workstreams identified thorough the demand management project</p>	5	3	15

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
RCSCFS0094 Simpson, Richard	Britain's EU referendum resulted in the decision of Britain's exit from the EU. This could take 2 years to take effect and there are a number of uncertainties as to how this will take shape. As a result, there are also a number of uncertainties affecting local authorities including Croydon.	<p>Uncertainties about the residency rights of current EU citizens in Croydon could cause community tensions and heightened tensions.</p> <p>Wider uncertainties about the UK's economy and trade arrangements could potentially impact development plans and inward investment that are vital for the borough's regeneration.</p> <p>The Council has received funding for a number of initiatives from the EU with some of these part way through delivery. There is uncertainty about future funding and the availability of funds projects.</p> <p>The UK Economic performance will impact local authority budgets and grants. Currently there are unknowns about whether further grant cuts will be imposed and how Croydon's budget may be affected.</p> <p>Croydon's business rates income could be impacted by any loss of confidence in investment in the UK economy.</p>	Simpson, Richard Resources Department	<p>A statement has been endorsed by Cabinet stating that Croydon welcomes EU citizens and they are valued.</p> <p>Cabinet have endorsed a statement to say that Croydon is open for business and plans are in place to safeguard our growth plans</p> <p>Croydon is working together with its partners to be vigilant to identify any hate crime and take vigorous action against perpetrators.</p> <p>In respect of the Council's Pension Fund, Croydon is assessing the risk of the investment environment having changed, checking whether the investment vehicles will work after the UK leaves the EU, assessing how the Council can access more attractive regions and investment opportunities, monitoring changes for the investment regulations for the LGPS and reviewing the Treasury Management policy and the level of risk the Council is prepared to accept in view of the UK's credit rating.</p>	5	4	20	<p>In respect of EU regulations, the Council will monitor legislative and regulatory changes and respond in the appropriate time and keep abreast of responses by providers in EU markets.</p> <p>London Councils has called for the Mayor and London boroughs to work closely together to sustain growth and the success of London post referendum and explore the opportunities presented by devolution of powers and finance.</p> <p>The Council will continue to monitor pension fund investments, consider options and viability as volatility levels and markets change</p> <p>The Council will continue working with developers and investors to encourage and enable their projects within the borough</p>	5	4	20

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
				<p>The Council is monitoring developments over the coming months and take action to mitigate any threats posed by the vote to leave the EU.</p> <p>The Council is working closely with developers and investors to enable their schemes in Croydon. Equally, officers are monitoring changes in the market closely over the coming months to ensure the council can respond quickly to protect investment in the borough.</p>							