

| Risk ID | Short Risk Title | Long Description | Risk Owner Job Title | Primary Risk Category | Corporate Plan Priority | Controls and Mitigations in Place | Inherent Risk | | Residual Risk | | | Target Risk | | Response Option |
|-----------------|--|---|--|--------------------------|--|---|---------------|------------|---------------|------------|------------|-------------|------------|--------------------|
| | | | | | | | Impact | Likelihood | Impact | Likelihood | Risk Score | Impact | Likelihood | |
| Strategic Risks | | | | | | | | | | | | | | |
| STR16 | Environmental sustainability | An inability to adequately manage the environmental impact of resident and business activities (such as air quality, resource management and climate change) could lead to negative long-term consequences to the local environment resulting in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations. | Executive Director Environment | Statutory Duty | ENV-Creating a healthy environment | -Delivering air quality action plan -Rolling out electric vehicle charging points -Developing a reduction and recycling waste plan -Planting trees on highways (in 1st year - more to do and funding to do this) | 4 | 5 | 4 | 5 | 20 | 3 | 3 | Treat |
| STR17 | Strengthening safeguarding | If the council does not maintain strong safeguarding arrangements for children then there is a risk that children will suffer significant harm | Executive Director Children's Services | Statutory Duty | CE&S - Improving services for children and young people | -Delivery of robust delivery plan to take recommendations forward. -Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. -Refresh of the Barnet Multiagency safeguarding Arrangements membership and work programme. -Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels | 5 | 4 | 4 | 4 | 16 | 4 | 3 | Treat |
| STR09 | Increase in the NLWA levy | The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the waste disposal levy of potentially up to £8million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council. | Executive Director Environment | Finance | ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections | - Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows | 5 | 5 | 5 | 3 | 15 | 5 | 2 | Treat |
| STR08 | Major regeneration schemes (incl. Brent Cross) | Failure to effectively manage the major regeneration schemes (incl. Brent Cross) could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy. | Deputy Chief Executive | Finance | ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough | - Steering Groups are in place to discuss the works and ensure there is project documentation. - Project boards are in place to discuss and monitor the works- Regular review at GROB (growth, regeneration, operations boards)- Regular review Brent Cross Governance Board -Scheme by scheme basis, teams will investigate market conditions | 5 | 5 | 5 | 3 | 15 | 5 | 3 | Tolerate |
| STR19 | Failure of third party Pension administrator meeting standards | Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; reputational risk through negative media exposure; and members not receiving the correct benefits or receiving benefits late. | Director of Finance | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | -Recruitment of an interim pension manager to enhance client side management and internal scheme governance. -Monthly update meetings to measure progress against service improvement plans. | 4 | 4 | 4 | 3 | 12 | 3 | 2 | Treat |
| STR02 | Customer experience | Lack of join up of systems across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service. | Deputy Chief Executive | Finance | P&R - Continuing to improve Customer Services | - Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery - Customer transformation programme delivering a range of online improvements which should limit the need for customers to call us - safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online - Monthly web performance meeting group are held - Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs. | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |

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| STR07 | Workforce engagement | Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures. | Chief Executive | Staffing & Culture | P&R -Ensuring we have strong financial management to make best use of our limited resources | 1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working 3. The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR05 | Resilience management | Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge. | Director of Assurance | Business Continuity | P&R - Being resilient as a local authority | - Current review of EP and BC arrangements including strategy, exercises, training and resources - Implementation of 2018 Audit Recommendations - Corporate BC Strategy and Plan in plan. - Maintenance of BC lead network - Identification of P1 staff and relocation venues across the councils sites - Corporate Health and Safety Management system in place: Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance . | 4 | 5 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR14 | Perception of safety | An increase in knife crime in London, hate crime and fake news could lead to a reduction in residents' perceptions of safety in the wider community resulting in an increase in community tension and demand for services. | Executive Director Environment | Statutory Duty | CLL - Keeping Barnet safe | -Working with Barnet Safer Community Partnership -Invested in Environmental Enforcement (e.g. litter and flyposting) -Action Days with Police in partnership with Re (regulatory Services) -Invested in CCTV across the Borough -Work with Barnet Homes on environmental & regulatory enforcement (e.g. noise and pests) and joint action across Estates | 4 | 4 | 4 | 3 | 12 | 3 | 2 | Treat |
| STR13 | Community cohesion | Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime. | Deputy Chief Executive | Business Continuity | CLL - Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime | Working in partnership with the Police to monitor tensions and local issues, and response. Working with the Barnet Multi Faith Forum and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet. | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR03 | Funding uncertainty due to economic downturn | A downturn in the economy could lead to financial pressures due to a large proportion of our funding coming from council tax income and business rates income. This could result in a reduction in service quality; non-delivery of the MTFS; and use of reserves. | Director of Finance | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | - Analysis of monthly collection performance - Analysis of Housing Benefit and Council Tax Support awards and claims - Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. | 5 | 3 | 4 | 3 | 12 | 4 | 3 | Tolerate |
| STR15 | Declining health of town centres | Changes in the retail sector (e.g. online shopping, inflexible leases, high rents) could lead to a declining health of local town centres (with low business survival rates and high vacancy rates) resulting in a poor quality place; loss of business rates and lack of local physical services; and fewer jobs. | Deputy Chief Executive | Finance | ARG - Supporting local businesses to thrive | - Dedicated officer in place to engage and support business support activities; dependency on the council is generally limited to maintain a focus on council priorities - Putting in place SPDs and planning instruments to allow for flexibility in town centre developments. - Working with redevelopers north Finchley, bidding for GLA and government grants. Seek funding where possible. work with major landowners to increase football (Cricklewood, Edgware) - Work with Town teams to take responsibility | 3 | 5 | 3 | 4 | 12 | 3 | 3 | Treat |

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| STR11 | Prevention and managing demand | If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances. | Executive Director Adults and Health | Statutory Duty | A&S -Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life | -For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. -Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including scoping opportunities For a more integrated approach with health. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts) | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR12 | Relationship with healthcare providers and partner organisations | Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in failure to meet statutory duties and safeguarding of vulnerable residents. | Executive Director Adults and Health | Statutory Duty | A&S -Safeguarding adults at risk of abuse and neglect | Joint planning and coordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Sustainability and Transformation Plan process. Actively monitoring of referral and activity data and escalating any concerns to the Trust. Monitoring sign off of DTOC's across Acute, Community and Mental Health NHS trusts. | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR06 | Safeguarding adults | If council services and partners do not effectively manage safeguarding risks this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, legal challenge and interventions from Ofsted or MHCLG. | Executive Director Adults and Health | Statutory Duty | A&S -Safeguarding adults at risk of abuse and neglect | - For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. - Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including scoping opportunities For a more integrated approach with health. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts) - Updated training and local pathways and local ISA in place to improve pathways, with performance framework in place. | 4 | 4 | 4 | 3 | 12 | 4 | 2 | Treat |
| STR10 | Growth agenda | Failure to manage the growth agenda could lead to a poor quality of place (physical and social infrastructure) resulting in resident dissatisfaction; lack of community; reduced CIL, New Homes Bonus and Council Tax growth; and lack of economic potential. | Deputy Chief Executive | Finance | ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough | 2. Regular review at GROB (growth, regeneration, operations boards) 3. Scheme by scheme basis, teams will investigate market conditions 4. Active engagement with Building industry to encourage appropriate development in the borough 5. Working closely with community to ensure benefits of growth are widely spread and distributed 6. Finalising of The Local Plan to ensure appropriate Cal/S106 charges | 5 | 3 | 5 | 2 | 10 | 5 | 2 | Tolerate |
| STR04 | Financial Management | If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTFS targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses. | Director of Finance | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | - Regular budget monitoring meetings with budget managers - Regular reporting to CMT - Mitigating actions to contain overspends identified and implemented - Achievement of savings tracked and alternative actions indented where not achievable | 4 | 4 | 3 | 3 | 9 | 2 | 1 | Treat |

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| STR18 | Neglecting corporate parenting duty | If the council and its partners neglect to fulfil their duty as Corporate Parents this could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term. | Executive Director Children's Services | Statutory Duty | CE&S - Improving services for children and young people | -A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018. | 4 | 4 | 3 | 3 | 9 | 3 | 2 | Treat |
| STR01 | Non-delivery of services | Ineffective governance, leadership, management or weak internal control environment could lead to poor quality or non-delivery of services resulting in dissatisfaction; failure to meet statutory duties or council priorities; potential harm to the public; and legal challenge. | Chief Executive | Statutory Duty | P&R -Ensuring we have strong financial management to make best use of our limited resources | - Weekly CMT meetings with regular oversight of budgets, performance, risk and audit activity - Regular reporting of budgets, performance and risk to Policy & Resources Committee, Financial Performance & Contracts Committee and Theme Committees - Annual audit of performance and risk management frameworks to ensure compliance - Annual audit plan - Monthly Internal Controls Board (ICB) - Regular reporting of audit activity to Audits committee - Controls to mitigate the associated risk, AG020 -. If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.' | 5 | 3 | 3 | 2 | 6 | 2 | 1 | Treat |
| Service Risks | | | | | | | | | | | | | | |
| Adults, Communities and Health | | | | | | | | | | | | | | |
| AC001 | Increased overspend to meet statutory duties | LBB could have insufficient resources to meet its statutory duties with regard to adult social care due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage. Alternatively, it would lead to a deterioration in the Council's overall financial position. There are reduced opportunities to invest through reserves, service budgets are not currently balanced and this could reduce opportunities to invest in preventative services. | Executive Director Adults and Health | Statutory Duty | A&S -Efficient delivery of statutory duties | The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend is being carried out in year, much progress has been made already on agency staff. The MTFS to 2024 will identify future demand pressures, and the council will undertake initiatives focused on reducing and managing future demand in response. There is a programme of work underway and a pipeline of activity due to commence to maximise existing arrangements for prevention spend and proactively manage other financial risks. | 5 | 5 | 5 | 4 | 20 | 3 | 3 | Treat |
| PH06 | Pandemic Influenza type disease outbreak | A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents | Director of Public Health | Statutory Duty | HWBB - Continuing improvements on preventative interventions | Barnet multi-agency pan flu preparedness exercises and plans. | 5 | 4 | 5 | 4 | 20 | 5 | 4 | Tolerate |
| AC044 | Leisure operator performance against contract | The performance of the leisure operator to deliver against contractual obligations and commitments could lead to the health and wellbeing priorities not being fulfilled leading to possible consequences to service delivery and finances. | Assistant Director Greenspaces & Leisure | Business Continuity | A&S -Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing | The leisure contract continues to be monitored in alignment with the Performance Management Framework to ensure delivery against obligations / commitments and targets are met. An unexpected closure of the pools at Finchley Lido Leisure Centre since March (anticipated to open late summer/early autumn - exact dates to be confirmed post conclusion of full structural review) will impact the achievement of performance and financial targets/projections. The SPA team are working with the leisure operator to understand and minimise impact. Disrupted service delivery is being absorbed at other leisure facilities where possible and public Comms is being managed. | 4 | 5 | 4 | 4 | 16 | 4 | 2 | Treat |

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| AC028 | Lack of fully functioning case management system | If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage. | Assistant Director Ongoing Support | Statutory Duty | A&S -Efficient delivery of statutory duties | A programme board is in place to drive delivery of a fully functioning case management system (Mosaic) -A new provider, Bettergov, has been appointed to complete the implementation of the system -Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified -Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients -LBB to continue close monitoring of plan and delivery | 5 | 5 | 5 | 3 | 15 | 1 | 1 | Treat |
| Assurance | | | | | | | | | | | | | | |
| AG020 | Audit actions not implemented | If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. | Head of Internal Audit | Statutory Duty | P&R - Being resilient as a local authority | Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Monthly Internal Controls Board (ICB) when officers are asked for updates against their actions and challenged if progress not made - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Successful growth bid submitted for 2019/20 to address risk of increased number of audit actions being raised and subsequent non-implementation / additional follow-up work. Additional audit days to be allocated to this activity | 4 | 5 | 4 | 4 | 16 | 4 | 3 | Treat |
| Finance | | | | | | | | | | | | | | |
| FIN001 | Impact of political uncertainty on Finances | The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget | Chief Executive | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | -Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. | 5 | 4 | 5 | 3 | 15 | 4 | 2 | Treat |
| FIN002 | Implementation of 2019/20 savings | If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for eh council | Chief Executive | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | -Monthly budget monitoring - Budget setting process validating savings | 5 | 5 | 5 | 4 | 20 | 4 | 2 | Treat |
| FIN003 | Financial Controls | If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss. | Director of Finance | Finance | P&R -Ensuring we have strong financial management to make best use of our limited resources | -A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation | 5 | 5 | 5 | 3 | 15 | 5 | 1 | Treat |
| Growth and Corporate Services | | | | | | | | | | | | | | |
| G&C053 | Commercial viability of strategic suppliers | If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs. | Commercial and IT Director | Business Continuity | P&R -Ensuring we have strong financial management to make best use of our limited resources | -Contract management framework, with policy and procedures for commercial activity. -Contract monitoring takes place monthly with quarterly reporting to Financial Performance and Contracts Committee. -Contract register kept under review with checks on financial status of strategic suppliers. -Contract management arrangements in place, including indicators to identify financial stress. -Business continuity plans in place. | 5 | 4 | 5 | 3 | 15 | 4 | 3 | Treat |

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| TBG003 | Increase in demand for homelessness services | As a result of increasing costs and continued high demand, this may lead to costs of temporary accommodation increasing resulting in cost pressure for the Housing General Fund. | Head of Housing Strategy | Finance | HOUS - Tackling and preventing homelessness and rough sleeping | 1. Homelessness prevention strategy - Ongoing project to look at further ways of reducing homelessness (Prevention work / Modular Temporary Accommodation) - Performance indicators and financial monitoring - Horizon scanning of legislation changes - professional memberships - In house lettings agency for procurement of PRS properties - Supply and demand modelling - Links to growth and regeneration operations board - Development pipeline - Out of borough acquisitions - Processes which prevent families and children being in B&B accommodation - Tracking impact of Homelessness Reduction Act from April 2018 - MHCLG visits/inspections assessing HRAct preparedness and compliance - PSR process to deliver savings of 2.2 million 2. Continue to monitor impact of Homelessness Reduction Act | 5 | 5 | 3 | 5 | 15 | 3 | 3 | Treat |