

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Our Plan for Barnet Theme	Residual Risk - Total	Response Option	Current Quarter Review Summary
ES025	School budget pressures (quality education)	Falling rolls could lead to schools facing additional budget pressures resulting in an impact on the quality of education.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Family friendly	16	Treat	Presentation to Chairs/Vice Chairs of Governors and Head Teachers on projected rolls. Focusing further conversations in areas where we will have an excess capacity going forward.
ES033	Strain on SEN transport	An increase in the number of borough ECHPs could lead to increased demand on SEN Transport resulting in additional resource requirements to meet additional demand.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Family friendly	16	Treat	The Head of SEN / Head of Service (Transport Brokerage and Contract Management) consistently reviews transport arrangements and will change routes as required. There has been a recent open procurement process which means that although prices have gone up to reflect cost of living and wider increases they remain competitive. The Head of Service is also working closely with council services to identify if there are any wider efficiencies to be made, including bringing routes in house where appropriate.
AD017	Shortage of community equipment	Stock and capacity challenges with our community equipment provider, which supplies equipment to multiple London Boroughs as part of a pan-London Consortium, could cause delays in discharging people from hospital or people receiving prescribed equipment resulting in negative impacts to their health and wellbeing and financial implications to the council.	Head of Care Quality	Living well	16	Treat	Q3 has seen continued improvement to the community equipment service delivered by NRS with established weekly meetings between the council and the Greenford depot management team ensuring oversight and completion of improvement actions. The backlog inherited during service transition continues to reduce on a week by week basis due in part to the recruitment of additional drivers and technicians, but there is more to be done to reduce this further, with a particular focus on closing cases that no longer require fulfilment. NRS are now sharing a weekly out-of-stock list that includes close technical equivalents to ensure prescribers can order items without delay. The depot team plan ahead to ensure Barnet's top 20 products are always in stock, chasing their suppliers and communicating when items are unavailable. Specials continue to be scrutinised by the council's Occupational Therapy (OT) Lead to reduce the risk to the budget. Communication has been improved between NRS and the council's contract manager/OT Lead. At our request the depot team developed an information leaflet for Barnet residents that is provided upon delivery of each order. Overall service delivery has improved over the quarter and risks continue to be managed.
AD027	Triage and allocation	Demand exceeding capacity within social work and occupational teams could lead to increased time between initial triage (contact) and assessments, for reviews and Deprivation of Liberty Safeguards (DoLS) work resulting in poorer outcomes for residents and an increased need for urgent work.	Director - Adult Social Care	Living well	16	Treat	The service is monitoring numbers of triaged residents and developing new approaches to decrease time between triage and allocation. This includes a plan to bring in an external agency to provide a block of additional capacity.
STR004	Response to emergency or incident	Insufficient resilience management (e.g. Business Continuity, Emergency (BC) Planning, Health & Safety) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff and/or the public; and legal challenge.	Executive Director - Assurance	Safe, attractive neighbourhoods and town centres	16	Treat	Whilst our emergency planning and response to civil emergencies and business continuity incidents remains resilient, the Business Continuity Audit report dated November 2023 highlighted three high and two medium recommendations around documentation and procedures leading to an overall assessment of Limited Assurance. Accordingly, we have increased the likelihood of this risk from a 3 to a 4. The five recommendations have been converted into an action plan with timeframes and work is already being progressed. Monthly monitoring of progress has been introduced with the Executive Director of Assurance sponsoring the project. The risk score will be reviewed each quarter and reduced when there is sufficient movement in the project and greater assurance in our documentation.
C&P086	Unsafe/ unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project, plus staffing issues across the Private Sector Housing Team, could lead response to service request, identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions and elongated licensing processing timescales.	Director - Growth	Quality, affordable homes	16	Treat	Resources continue to be focused on highest risk cases. Levelling up restructure completed and implemented. The permanent recruitment commencing in January 2024 is pending financial approval.
TBG002	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in harm to residents, staff and public, legal challenges and financial costs.	Head of Strategic Housing	Quality, affordable homes	15	Treat	Following a resident engagement process on two estates with large panel system (LPS) blocks, a Cabinet decision has been taken to decant residents and redevelop the estates, replacing LPS blocks with inherent issues with high quality housing. Designs will now be developed and a business case brought forward. Fire safety related works continue and an approach to remediating council houses with timber frames and cladding is being developed to ensure a holistic approach with freehold houses affected. The approach towards dealing with damp and mould in the council continues with good progress made, and the actions in the action plan reported to Cabinet in June 2023 are now all complete.
TBG001	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Strategic Housing	Quality, affordable homes	16	Treat	The Open Door Homes (ODH) acquisitions programme has made good progress throughout Q3 2023/24, achieving KPI targets. The current programme will cease at 300 council houses, with a new programme of 300 developed as part of the Medium Term Financial Strategy (MTFS) initiatives. Capital Strategy Board (CSB) approval has been obtained, and ODH Board and Cabinet approval is being sought in Q4 2023/24. The ODH tranche 3 programme was completed in Q3 2023/24. With growing demand and financial pressure in this area, MTFS related initiatives are still being developed for implementation in 2024/25. Barnet Homes achieved 339 prevention outcomes in Q2 2023/24 - the highest quarterly performance since 341 outcomes in Q4 2021/22.
STR008	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) and public health resulting in statutory environmental duties and targets not being met, financial and health consequences and not protecting the environment for future generations.	Deputy Chief Executive	Journey to net zero	16	Treat	At a regional level, Barnet is leading on the data framework action, under the London Council's Resilient and Green Workstream. As part of this work, a meeting was held with Public Health London and a workshop is being planned for early 2024 to agree data metrics between health and local government. Initial discussions have also taken place with Bloomberg who led on the London Climate risk maps with a view to developing them further at a local level. Formal response to Citizens' Assembly recommendations was delivered in November 2023, this includes a focus on establishing community action groups. The risk shows an increase due to a more in-depth review of the profiling of this risk (the inherent and residual scores have been adjusted).
CSG003	Cyber security - technical infrastructure	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Improving access to services	15	Treat	There is a constant battle with active rogue actors in the cyber space, and the IT service are vigilant and proactive in minimising and disrupting these attacks. A phishing attack simulation was performed in October 2023.
STR013	Cyber security - business continuity, staff training and governance	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Director - Transformation	Improving access to services	15	Treat	A phishing simulation exercise took place in October 2023 for all staff and partners and showed improvement, with less staff clicking on links and more staff reporting the email as phishing. These exercises will continue to be run quarterly. The mandatory training is being enhanced to include cyber, and specific training for the Council Management Team (CMT) and councillors is being introduced early in Q4 2023/24.
AD001	Increased overspend to meet (ASC) statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, and legislative changes could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director - Adults and Health	Financially responsible	20	Treat	The service continues to do all it can to manage the budget whilst meeting statutory duties. There is an increasingly pressured health and social care system and social care market. The forecast is projecting greater pressures than were modelled for 2023/24. In-year financial recovery plans are being implemented and this alongside Medium Term Financial Strategy (MTFS) plans for 24/25 - 25/26 have identified just under £10m of savings. In-year recovery actions include benchmarking analysis on demand, spend and income, senior sign-off of all high-cost packages, quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services and income opportunities.

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ASS018	Audit actions not implemented	Audit advice and/or agreed actions not being implemented could lead to a deterioration in the council's control environment resulting in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Financially responsible	16	Treat	Q3 outturn not yet known; once work is complete, the outturn will be reported to GARMS Committee on 18 January 2024. The internal audit team are following up with action owners on a monthly basis in the quarter that actions are due. Individual CMT Directors will be made aware as soon as it looks like an action in their area will be not be implemented within the agreed timeframe, or if the responsible officer is not providing a suitable update to internal audit. Until a higher % implementation rate is achieved and this is sustained over a period of time the risk rating will remain at 16.
C&P002	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Financially responsible	15	Treat	The station construction is complete. The station opened to the public on 10 December 2023. Financial risks remain and the council remain in dispute with Network Rail over a number of project related issues. With station opening now out of the way the team will focus on resolving these. A variation to the settlement agreement with North London Waste Authority (NLWA) has allowed the Geron Way option to be paused to give more time to review an alternative site. An updated assessment of Council Land Contribution (CLC) income is underway including a review of the retail park holding. This will inform the over project financial risk position.
C&P038	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Interim Senior Parking Lead	Financially responsible	16	Treat	Continued monitoring of activity and volatility on income lines. New base income forecasting tools are being developed by Finance. Revised Controlled Parking Zones (CPZ) programme approved by Capital Strategy Board (CSB) funding approval and responsibility for implementation has been transferred to Highways. High level oversight of implementation to be established through Highways Board and day to day monitoring through recruitment of funded PMO resource. Resourcing pressures affecting service delivery and income collection arising from financial environment and spending controls to be monitored and countered by robust business case development.
STR028	Affordability of Capital Programme	Economic outlook and supply chain issues (rising labour and material costs, labour and material availability issues, fuel price) could lead to project delays and/or increases in project cost resulting in projects not being delivered on time or no longer being viable.	Deputy Chief Executive	Financially responsible	20	Treat	The capital programme is undergoing and will be reprofiled where appropriate including resources. February update: The team has completed the review of high priority projects and identified opportunities to ease some of the financial pressure to ensure affordability of the capital programme. This includes, reprofiling projects to ease the immediate financial pressures; and removing borrowing where possible, leading to re-scoping of projects.
STR017	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Executive Director - Resources	Financially responsible	20	Treat	Rising demand for services continues to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. In November 2023, new financial controls were introduced across the council to add additional approvals for expenditure on recruitment, overtime, contracts and discretionary spend. The challenging financial position has been communicated across the council through weekly updates, a Breakfast Briefing and Department Roadshows. In addition, some departments have introduced an additional approval layer for certain expenditure.
STR023	Recruitment to and retention of roles in key sectors	National and local difficulties in recruiting to key roles could lead to local recruitment and retention issues resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Chief Executive	A great place to work	16	Treat	Meetings between HR and trade unions are taking place and progress is being made on a number of issues surrounding Unified Reward. The labour market appears to have broadly stabilised, although the risk of recession and funding difficulties within local government do mean that employers could be refraining from creating additional roles.