

New Risk ID	Risk Level	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Direction of Travel (from previous quarter)	Current Quarter Review Summary
AD017	Retained	Adults	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	Statutory Duty	<ol style="list-style-type: none"> The council is working very closely with contractor to monitor and mitigate risk, including: <ul style="list-style-type: none"> Increased focus on collections where appropriate to recycle/reuse equipment which is unused. Prescribers are advised to inform contractor if they are aware of any unused items in the community. Contractor is driving a collection campaign via social media posters and focus phone calls to existing customers. Additional driver allocation to increase collections of Out of Stock (OOS) items. Reviewing and triangulating data on number of people, length of time waiting and assessing risk. Out of stock list is shared with prescribers to explore suitable alternatives and to encourage prescribers and authorizers to not place/ authorize orders for products that are out of stock: <ul style="list-style-type: none"> OOS list updated daily on Online ordering system. OOS list shared with prescribers via regular emails, prescriber meetings and newsletters. Contractor/council contract officer review OOS list 2x weekly; council officer challenge and encourage provider securer products asap: <ul style="list-style-type: none"> Close Technical Equivalents (CTEs) are explored and authorised in the interim without delay. Contractor continue to explore alternative suppliers, explore stock availability in their other depots. Contractor/council officer in regular contact with neighbouring LA/health authorities to ascertain supply issues/explore opportunities for joint working to resolve stock issues e.g. NCL CCG/LAs. Occupational Therapy (OT) lead (Equipment) working with prescribers to risk assess and consider any of the available standard stock products (as an alternative) as a temporary solution to safely meet people's needs. OT managers are advised to explore same approach in the interim when discussing cases with OT teams. Increased communication to A&H team leads, SMT to brief OOS issues; to manage expectation on both prescriber/ end user; and to encourage joint working to use available equipment efficiently. 	16	Treat	<ol style="list-style-type: none"> Work with the London Consortium and local NCL partners to share intelligence/knowledge and to explore opportunities for joint work to resolve Out of Stock (OOS) issues. Review and ensure that alternative options are considered to keep people safe/to avoid delays in hospital discharges due to OOS equipment. Explore alternative ways to meet needs of the residents as an interim temporary measure such as needs being met either through delaying hospital discharge, additional care or alternative equipment. Agreed regular OT and Health prescriber catch up group to review OOS frequently and to risk rate/mitigate. Working with the new provider on service improvement as needed. 	Same	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	Retained	Adults	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	Statutory Duty	<ol style="list-style-type: none"> Regular monitoring of new contacts and of service demand for assessment, Deprivation of Liberty Safeguards (DoLS) and reviews. Regular performance reports and management action. Allocations standard operating procedure. Management oversight. Contact with triaged residents at an agreed frequency. 	16	Treat	<ol style="list-style-type: none"> Standard operating procedure to be finalised to ensure consistent approach to prioritisation and allocation. Recruitment to vacant posts including those new posts established in 2023/24. Specific projects to improve capacity and productivity. 	Same	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.
AD001	Retained	Adults	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	Statutory Duty	<ol style="list-style-type: none"> 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. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. The council is delivering an in year financial recovery plan overseen by a dedicated programme board. The council is developing it's MTFS to 2030 and through this is working on plans to reduce pressures in Adult Social Care. 	20	Treat	<ol style="list-style-type: none"> Changing residents behaviours to be more self-sufficient and resilient, strengths based practice. Increased focus on wellbeing and maximising the use of existing prevention services. Ongoing work with the Association of Directors of Adults Social Services (ADASS) to challenge use of resources and understand best models for managing and delivering care, annual participation and completion of ADASS budget survey. Regular analysis to be carried out to identify priority areas of demand. Additional winter funding to help meet pressures from hospital discharges and/or continued application of hospital discharge scheme, if available. In-year recovery planning as required. 	Same	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.
STR004	Strategic	Assurance	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	Business Continuity	<ol style="list-style-type: none"> Detailed Contingency Management Plans with resource identified to respond to both external civic emergencies and internal business continuity incidents. Business Continuity planning and response operating on the Emergency Response model with support and engagement from service BC leads. Noting a full review and update of the strategy, plan and response arrangements is being implemented following the November 2023 Audit. Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance. Professional advice and support provided by Head of SHaW (statutory H&S officer) and H&S BP's. Continue to maintain current level of trained response arrangements. 	16	Treat	1. Implement all actions arising from the Business Continuity Audit within agreed timeframes	Increased	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.
ASS018	Retained	Assurance	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	Statutory Duty	<ol style="list-style-type: none"> 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. Auditees are emailed asking for updates/evidence on a monthly basis in advance of quarterly reporting to GARMS Committee. Officers are asked for updates against their actions at quarterly Internal Controls Board (ICB) and challenged if progress has not been made, with attendance required at GARMS Committee if not implemented. Proactive advice is given to services to ensure control environment is not weakened. Retrospective monitoring of activity and transactions. 	16	Treat	1. Engagement with Capita Operations Director to ensure that relevant CSG actions are implemented prior to transfer of the associated services back to the council at planned dates in future for CSG services.	Same	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 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.
ES025	Joint	Children's	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	Statutory Duty	<ol style="list-style-type: none"> Annual pupil projections; regular school organisation and place planning reviews. Supporting schools to reduce planned admissions where appropriate. Providing advice and training to schools on management of budgets, including staff restructuring to reduce salary costs. Exploring new governance and organisation options. 	16	Treat	<ol style="list-style-type: none"> Review schools census data and SCAP. Presentation to Chairs/Vice Chairs and Head Teacher on projected rolls. 	Same	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	Joint	Children's	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	Statutory Duty	<ol style="list-style-type: none"> Meeting with Head of Service (Transport Brokerage and Contract Management) regularly. Promoting Personal Budgets and Independent Travel Training. Including SEN Transport considerations in discussions about increased specialist provision. Ongoing cycle of review of eligibility and of home school transport arrangements. Review and update the SEND home school transport policy (before May 2024). Increase support to schools for more complex children. Increase access to Therapies (40% of appeals to the Special Educational Needs and or Disability Tribunal include Therapy). 	16	Treat	<ol style="list-style-type: none"> Look at ways to reduce SEN Transport requirements and demands on SEN Transport budget. Meet with the council to discuss increased demands. 	Same	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.
C&P086	Retained	Customer & Place	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	Statutory Duty	<ol style="list-style-type: none"> Sustain resources on highest risk cases, resource gaps due to staff departures/retirements are being filled interim basis. Levelling up exercise completed. Final stages of introducing online licensing which should reduce the pressure in the Licensing Technical Support Team. 	16	Treat	1. Recruit HMO Licensing and Enforcement Officers.	Same	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.

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TBG002	Joint	Customer & Place	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	Statutory Duty	<ul style="list-style-type: none"> 1. Policies and procedures include health and safety management system; training; induction for new staff; management structures for contract management. 2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment. 3. Violent and Abusive register and Vulnerable Tenant password scheme. 4. Internal specialist HS&C function. 5. Senior officer, Audit and Risk Committee, Resident Board and TBG Board oversight of HS&C. 6. Comprehensive schedule of internal audit by Mazars. 7. Policies and internal Exec/SMT leads for safeguarding. 8. Third party expert advisors. 9. Involvement on London Councils and Department for Levelling Up, Housing and Communities Directors Fire Safety forums. 10. Completion of £52m programme of fire safety works to higher risk blocks. 11. Completed sprinkler installation programme. 12. Developed long term plans for large panel system blocks not on existing regeneration estates. 13. Delivered action plan agreed by Housing and Growth committee in January 2023, in relation to mould and damp concerns. 	15	Treat	<ul style="list-style-type: none"> 1. Develop designs for large panel system estate regeneration. 2. Finalise approach to remediating timber framed houses. 	Same	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	Joint	Customer & Place	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	Finance	<ul style="list-style-type: none"> Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by: <ul style="list-style-type: none"> 1. Ongoing project to look at further ways of reducing homelessness. 2. Regular performance indicators and financial monitoring. 3. Horizon scanning of legislation changes and lobbying for more funding from government. 4. In house lettings agency for procurement of private rental sector (PRS) properties. 5. Improve insight and intelligence through housing Supply and demand modelling. 6. Links to Housing, Homelessness and Growth Strategies outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 9. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process 10. Delivered plans to rehouse rough sleepers into more permanent accommodation and purchase homes into Opendoor Homes for use of rough sleepers 11. Close monitoring of demand to ensure mitigations deployed effectively 12. Completed 'tranche 3' Open Door Homes (ODH) new build programme of 350 homes. 13. Acquired 300 homes into ODH 14. Reviewed business case for Open Door Homes acquisition programmes due to medium-term financial strategy (MTFS) pressures. 	16	Treat	<ul style="list-style-type: none"> 1. Complete housing revenue account (HRA) funded delivery of 250 new council homes. 2. Deliver targeted homelessness prevention, households placed into the private rented sector (PRS) and overall number of households in temporary accommodation outcomes by April 2024. 3. Seek approval (from Cabinet and Open Door Homes board) of newly developed programme for 300 council homes funded by medium-term financial strategy initiatives. 	Same	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	Strategic	Customer & Place	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	Business Continuity	<ul style="list-style-type: none"> 1. A Sustainability Framework and associated actions have been developed which aim to bring the council and its operations to Net Zero by 2030, and borough as soon as possible after this 	16	Treat	<ul style="list-style-type: none"> 1. Delivery of Sustainability Action Plan ongoing - nine themes across the portfolio have been identified and actions being managed by AD (or above). 2. Continue to work alongside other local authorities and Health colleagues to develop a framework for resilience and adaptation (London Councils workstream). 3. Develop the council's Resilience & Adaptation Plan. 	Increased	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	Joint	Customer & Place	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	Business Continuity	<ul style="list-style-type: none"> 1. There are multiple-layer firewalls to protect the environment. 2. Annual Security Health Check (Public Sector Network (PSN) Standard). 3. Payment Card Industry (PCI) Accreditation. 4. Annual review of over 100 cyber security controls, aligned with ISO 27001. 5. Anti-virus on the server estate. 7. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. 8. Receive weekly updates from NCSC to confirm vulnerability status. 9. Receive weekly and critical updates from Microsoft/ Capita. 10. Annual Cyber Security training and awareness for staff. 11. 24hr Emergency Response 12. Microsoft security - including: advanced threat protection (ATP), advanced threat endpoint protection (ATEP) 13. Safelinks - email URL scanning to protect access to malicious links that are used in phishing and other attacks. 14. Additional cyber security audit with PwC completed, action plan created. 15. Held a cyber incident scenario with Business Continuity leads to support improvement of plans to manage impact. 16. Applied for and received funding from Department for Levelling Up, Housing and Communities (DLUHC), with action plan linked to funding. 17. The implementation of an online web protection application preventing DDoS attacks (distributed denial-of-service) specifically for the Barnet websites. 18. Cyber security run book created. 19. Review and update cyber security run book as and when security updates are provided by the NCSC. 20. Run quarterly external vulnerability scans across the estate 	15	Treat	<ul style="list-style-type: none"> 1. Ensure all security measures are fully utilised. 2. Implement network security software. 3. Manage & maintain Public Services Network (PSN) and Payment Card Industry (PCI) certifications. 4. Implement Department for Levelling Up, Housing and Communities (DLUHC) action plan. 	Same	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	Strategic	Customer & Place	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	Business Continuity	<ul style="list-style-type: none"> 1. Monthly contract management meetings in place to manage the contract and relationship with CSG. 2. Monthly Partnership Operations Board for escalation of any issues identified. 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff. 5. Remote working audit completed. 6. Regular audits undertaken. 7. PCI (payment card industry) accreditation. 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads planning session took place, which ran through a scenario of a cyber security event, to help services prepare mitigations 10. Remote working audit - implemented recommendations working abroad policy and external websites. 11. Simulated phish went to all staff, and recommendations will be produced off the back of findings. 12. PwC audit completed on supply chain. 13. Implemented website health recommendations. 14. Microsoft 365 health check completed and recommendations implemented including updating password rules. 15. Implemented recommendations from simulated phish campaign. 	15	Treat	<ul style="list-style-type: none"> 1. Enhance training through Barnet's Learning Management System (or POD - Place of Development). 2. Promote information and security training. 3. Implement with business continuity lead action plan. 4. Implement recommendations from PwC audit on supply chain risk. 5. Develop additional scenario based training to roll out to senior staff (funding provided by London Councils). 6. Implement DLUHC action plan. 7. Following November 2023 PwC business continuity audit report, link with service business continuity leads to ensure updated reports reflect cyber risk and actions. 	Same	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.

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C&P002	Retained	Customer & Place	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	Finance	<ol style="list-style-type: none"> The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. Dedicated finance resource provides a direct liaison between the council's finance team and the project. Ensuring any treatment plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. Quarterly updates are provided to Cabinet, to provide an update on mitigation strategy and to inform next steps as required. The Station funding and finance strategy was approved in late 2022 and is being reviewed as the station project moves towards close out. Proactive reprogramming to reflect the impacts of external events e.g. strike action on the construction schedule and project costs. Strategy in place to recoup costs arising as a result of third parties including Network Rail. Agreement has been reached with the station contractor on a settlement agreement which brings more cost certainty to the station final outturn. 	15	Treat	<ol style="list-style-type: none"> Continue to secure and progress the efficiencies identified in respect of the mitigation strategy, responding to the budget pressures. Monitor and report these on a monthly basis. Proactive development and agreement of a financial strategy for Brent Cross West that does not put pressure on the General Fund. Implement options for efficiency savings and commercial recovery from third parties. Escalation to government sponsoring departments as required by the programme and in the interests of the council Ongoing discussions with Department for Transport (DFT) and the train operating company, Govia Thameslink Railway (GTR) on amending the station maintenance responsibilities to simplify the funding arrangement. 	Same	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	Retained	Customer & Place	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	Finance	<ol style="list-style-type: none"> Budget setting/monitoring process - monthly reporting. Tracking income levels regularly. Medium term financial models to be widely shared and understood. Strong activity linking to all budget monitoring and close contract management. 	16	Treat	<ol style="list-style-type: none"> Monitor through monthly forecasting with detailed data sets and narrative supplied to corporate finance. 	Same	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	Strategic	Customer & Place	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	Finance	<ol style="list-style-type: none"> Capital budget to factor in contingency percentage assuming high rate of inflation. Projects to review and update cost plan in liaison with FBP to reassure viability. Identify and maximise cost savings opportunities including methods of construction, areas for value engineering, etc. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. Priority projects ranked so that opportunity to address economic issues are understood. 	20	Treat	<ol style="list-style-type: none"> Where shortages are reported, check in with contractors to establish if there is any impact. Exploit all available opportunities for additional funding across the capital programme, including the teams that already have funding resources identified. To report to and update (at least quarterly) Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. 	Same	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	Strategic	Strategy & Resources	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	Finance	<ol style="list-style-type: none"> Work towards increasing council tax base properties in the borough to increase Council Tax income and reduce the reliance on government grants. Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media. Annual scenario planning as part of the MTFs and identification of the key variables, both nationally (e.g. market fragility for adults and children's placements) and locally (e.g. delivery of housing numbers to meet modelled increases in Council Tax base). 	20	Treat	<ol style="list-style-type: none"> Ensure robustness of savings proposals and readiness of the services to be able to deliver them. Lobbying Government. Increase use of insight and modelling and analytics to support budget setting and monitoring against plans. 	Same	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	Strategic	Strategy & Resources	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	Staffing & Culture	<ol style="list-style-type: none"> Improved staff engagement. Continued promotion of flexible workstyles. Development of stronger employer brand, promoting benefits of working for Barnet. Effective recruitment processes. Increased capacity in Recruitment Team. Tailored campaign to recruit and retain children's social workers. Targeted campaigns to fill technical roles in Customer and Place. Use of Recruitment & Retention payments where appropriate. Strengthened employee benefits offer through Vivup platform. EDI Action plan. 	16	Treat	<ol style="list-style-type: none"> Changes to pay structure to allow council to better match external market. Ongoing promotion of EDI agenda to ensure that all talent can progress through the organisation. HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions. Additional enhancement of various benefits (e.g. parental leave) through ongoing review of Unified Reward. 	Same	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.