

Meeting

Governance, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE (GARMS)

Date and time

Monday 27TH NOVEMBER, 2023

At 7.30 PM

Venue

Hendon TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

To: Members of Governance, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE (GARMS) (quorum 4)

Chair: Councillor Arjun Mittra
Vice Chair: Councillor Ella Rose

Rohit Grover
Humayune Khalick

Peter Zinkin
Simon Radford

Richard Harbord
Jack Chan

Substitute Members

Shuey Gordon
Edith David

Geof Cooke
Laithe Jajeh

Alex Prager

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You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Georgina Wills: Georgina.Wills@Barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454 Tristan.Garrick@Barnet.gov.uk

Assurance Group

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Order of Business

Item No	Title of Report	Pages
1.	Absence of Members	
2.	Minutes of the Previous Meeting	5 - 8
3.	Declaration of Members' Disclosable Pecuniary Interests and Other Interests (if any)	
4.	Dispensations by the Monitoring Officer (if any)	
5.	Deputations (if any)	
6.	Public Questions and Comments (if any)	
7.	Corporate Anti-Fraud Team (CAFT) Half Year Report 2023-24	9 - 28
8.	Oracle Cloud implementation in Barnet Update	29 - 34
9.	Status Of The 2020/21 Audit And Plans For 2021/22 And 2022/23 Audit Delivery	35 - 44
10.	Quarterly Risks Report (Q2 2023/24)	45 - 64
11.	Committee Forward Work Programme	65 - 70
12.	Petitions (if any)	
13.	Any item(s) that the Chair decides are urgent	

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Minutes of the Governance, Audit, Risk Management and Standards Committee (GARMS)

16 October 2023

Members Present:-

AGENDA ITEM 2

Councillor Arjun Mittra (Chair)
Councillor Ella Rose (Vice-Chair)

Councillor Rohit Grover	Richard Harbord
Councillor Humayune Khalick	Jack Chan
Councillor Peter Zinkin	Councillor Simon Radford

In accordance with Council Procedure Rule 15.1 the Labour Group Leader had informed the Monitoring Officer of a change to the membership of the committee. Councillor Rose had replaced Councillor Monasterio as Vice-Chair, and Councillor Radford had replaced Councillor Whysall. The Chair welcomed Councillors Radford and Rose to the Committee, and he thanked Councillors Whysall and Monasterio for their contribution to the Committee.

1. ABSENCE OF MEMBERS

None.

2. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the previous meeting held on 24 July 2023 be agreed as a correct record.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS (IF ANY)

The Chair indicated that he had an ongoing interest as a governor at Coppetts Wood Primary School. In relation to agenda item 10, he would vacate the Chair if the Committee discussed the school's audit.

4. DISPENSATIONS BY THE MONITORING OFFICER (IF ANY)

None.

5. DEPUATIONS (IF ANY)

None.

6. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

7. STATUS OF THE 2020/21 AUDIT AND PLANS FOR 2021/22 AND 2022/23 AUDIT DELIVERY

BDO introduced the report and provided a verbal update on their delivery plan and indicative audit plan. The main delay regarding the 2020/21 audit was due to an ongoing complaint and the BDO representatives indicated that they would provide the Committee with an update in due course. Jessica Farmer (Monitoring Officer) confirmed that Members of the Committee would be briefed offline on the ongoing investigation that had caused the delays in reporting.

Councillor Zinkin suggested an amendment to recommendation 1 to include the word slow, which was seconded by Councillor Mitra.

RESOLVED:

1. That the Committee notes the slow progress towards the sign off of the Council's 2020/21 Statement of Accounts.
2. That the Committee notes BDO's verbal update on DHLUC's (Department for Levelling Up Housing & Communities) proposed backstop solutions for completing 2021/22 and 2022/23 audits.
3. For BDO to come back to the November GARMS meeting to provide an update on the delay regarding the 2020/21 audit.

8. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN (LGSCO) AND HOUSING OMBUDSMAN SUMMARY OF UPHELD COMPLAINTS REPORT 2022/23

Ali Saka (Head of Assurance and Business Development) presented the report and the report from the LGSCO. It was difficult to confirm what was causing the increase of complaints. However, officers were working on improving the accessibility of the complaints process. It was also confirmed that the Ombudsmen were impressed by the Council's response in addressing concerns. The Committee suggested including information on the improvements that were being undertaken in future reports.

Officers agreed respond to Councillor Zinkin after the meeting regarding his suggestion that this item should be reported bi-annually instead of annually. **(Action: Head of Assurance and Business Development)**

Officers would also provide a written response to Councillor Radford on the breakdown of time and the substance of the complaints. **(Action: Head of Assurance and Business Development)**

RESOLVED that the Committee:

1. Note the 2022/2023 Corporate Complaints and Local Government and Social Care Ombudsman Annual Report (Appendix A).
2. Note the LGSCO's annual letter and relevant lessons and actions (Appendix B).
3. Note the actions taken by the Council to remedy the issues and to prevent recurrence.

9. Q1 2023-24 CORPORATE RISK REGISTER

Alaine Clarke (Head of Programmes, Performance and Risk) provided an overview of the strategic and high-level risks for Q1. It was clarified that high-level risks scored 15 and above and the report included a follow-up on actions raised at the last meeting.

In response to a question from the Committee, the process of a risk getting on the risk register was explained. Officers stated that they worked with the Risk Champions across the organisation who represent all the directorates.

RESOLVED that the Committee note the status of the council’s strategic risks and high level (15+) risks, including the controls/mitigations in place to manage these risks.

10. INTERNAL AUDIT EXCEPTION RECOMMENDATIONS AND PROGRESS REPORT Q2 1ST JULY - 30TH SEPTEMBER 2023

Caroline Glitre (Head of Internal Audit) introduced this item and provided a summary of the report and referred specifically to the Oracle implementation project. Officers confirmed that they would report back on progress against delivering against high priority actions at a future meeting.

The Committee agreed to informally refer the reporting on the progress against the action on premises licenses and gambling to the Licensing and General Purposes Committee to ensure the licenses were not misused.

RESOLVED that the Committee:

- 1. Note the general work completed to date on the internal audit Q2 report – 1st July to 30th September 2023.**
- 2. Note the work completed to date on Schools within the internal audit Q2 report – 1st July to 30th September 2023.**
- 3. Note the work completed on ‘Cyber Security – Third Party Security and Awareness’.**

11. GOVERNANCE REVIEW PROJECT CLOSEDOWN

The Chair thanked officers for their hard work on the Governance Review Project on behalf of the Committee.

Emily Bowler (Assistant Director of Assurance) introduced the report and Andrew Charlwood (Head of Governance) and Jessica Farmer (Monitoring Officer) expanded on the detail within the report. They discussed the chronology of the project and lessons learnt. It was reported that the timescale to deliver the report had been challenging as it would usually take longer to implement governance changes.

Following the change of governance system, officers would be promoting opportunities for democratic engagement to citizens in the Borough. It was noted that an informal Constitution Review Working Group had been established to discuss proposed constitution changes which would allow amendments to the constitution to be consulted via the Groups.

The Committee suggested that officers continue working on developing the scrutiny aspect of the new governance system. It was confirmed that Officers were working on a Scrutiny Handbook.

RESOLVED that the Committee note the overview of the project set out in the report and the Governance Review Project Closure Report attached at Appendix A.

12. CODE OF CONDUCT ALLEGATIONS 2022/23

Jessica Farmer (Monitoring Officer) introduced the report and highlighted that under the Localism Act 2011, every local authority must have in place a Code of Conduct to ensure Members. It was noted that there had been less complaints in the 2022/23 than the 2021/22 year.

In response to questions from the Committee, officers confirmed that the kind of sanctions which may be recommended where Members have not abided by the Code might include asking them to apologise or providing extra training for them.

Councillor Zinkin suggested an amendment to the recommendation to change the name of the report to 'Code of Conduct complaints about Members' and Councillor Mittra seconded.

RESOLVED that the Committee note the Members Complaints report.

13. PETITIONS (IF ANY)

None.

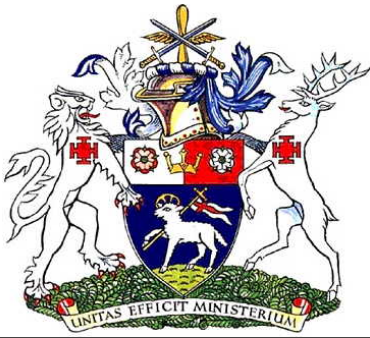
14. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the Work Programme and suggested including the return of BDO on the potential progress to the November agenda.

15. ANY ITEM(S) THAT THE CHAIR DECIDES ARE URGENT

None.

The meeting finished at 9.12 pm



AGENDA ITEM 7 Governance, Audit, Risk Management and Standards Committee (GARMS)

Title	Corporate Anti-Fraud Team (CAFT) Half Year Report 2023-24
Date of meeting	27 November 2023
Report of	Clair Green Executive Director of Assurance
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – CAFT Half Year Report 1st April 2023 - 30th September 2023
Officer Contact Details	<p>Clair Green Executive Director of Assurance Clair.green@barnet.gov.uk 0208 359 7791</p> <p>Declan Khan Assistant Director Counter Fraud, Community Safety & Protection Declan.khan@barnet.gov.uk 020 8359 7759</p>
Summary	
<p>This report covers the period 1st April 30th September 2023 and represents an up-to-date picture of the work undertaken by Corporate Anti-Fraud Team (CAFT) during that time.</p>	
Recommendations	
<p>=That the work of the Corporate Anti-Fraud Team referred to in the CAFT Half Yearly Report for 2023-2024 is acknowledged</p>	

1. Reasons for the Recommendations
1.1 To acknowledge and review the work carried out by the CAFT in regard to the types of Fraud affecting the council during the financial year 2023-24
2. Alternative Options Considered and Not Recommended
2.1 None.
3. Post Decision Implementation
3.1 None
4. Corporate Priorities, Performance and Other Considerations
<p>Corporate Plan</p> <p>4.1 The Corporate Plan puts caring for People, our Places and the Planet at the heart of everything we do. The Work of the CAFT contributes to the plan by ensuring the protection of the public purse which allows investment in appropriate services for our communities.</p> <p>Corporate Performance / Outcome Measures</p> <p>4.2 Activities of the CAFT will be in line with the departments service plan and objectives</p> <p>Sustainability</p> <p>4.3 N/A</p> <p>Corporate Parenting</p> <p>4.4 No issues in the context of this report.</p> <p>Risk Management</p> <p>4.5 The on-going work of the CAFT supports the council’s risk management strategy and processes. Where appropriate, outcomes from our investigations are reported to both Internal Audit and Risk Management to support their on-going work and to assist in either confirming effective anti-fraud controls and or suggested areas for improvement.</p> <p>Insight</p> <p>4.6 Details in this report have been produced by extracting investigation details from the case management system’ ECINS’.</p> <p>a) The detail in the report shows fraud trends occurring within the reporting period.</p> <p>b) Data in this report will be presented to CMT and shared with the Director of Street scenes as well as the Operations Director of Barnet Homes.</p> <p>The details contained in this report will be shared with the Head of internal Audit and will be used to inform the audit forward plan.</p> <p>Social Value</p> <p>4.7 {N/A.}</p>

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)
5.1 The structure and budget that CAFT operate within has proven successful and provides sufficient resource and commitment that is required to carry out an effective anti-fraud service and deliver the key objectives as set out within the strategy.
6. Legal Implications and Constitution References
6.1 Under Section 151 of the Local Government Act 1972 the Council has a statutory obligation to ensure the protection of public funds and to have an effective system of prevention and detection of fraud and corruption. 6.2 The Council's Constitution outlines in Part 2B the powers and duties of Governance, Audit, Risk Management and Standards Committee (GARMS). Paragraph 2.4.11 relating to Anti-Fraud Activity, includes to monitor the effective development and operation of the Council's Corporate Anti-Fraud Team (CAFT) and approve the Counter Fraud Framework.
7. Consultation
7.1 Governance, Audit, Risk Management and Standards Committee (GARMS) included in the work programme for 2023/24 that a Half Yearly report on the work of the Corporate Anti-Fraud Team is produced to this meeting.
8. Equalities and Diversity
8.1 Pursuant to section 149 of the Equality Act, 2010, the council has a public-sector duty to have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; promoting good relations between those with a protected characteristic and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to elimination discrimination. 8.2 Effective systems and policies relating to anti-fraud provide assurance on the effective allocation of resources and quality of service provision for the benefit of the entire community.
9. Background Papers
9.1 Audit Committee 16 th June 2022 – Agenda Item 15 Work Programme Work Programme 2022-23 Final.pdf (modern.gov.co.uk)

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Corporate Anti-Fraud Team (CAFT) Half Yearly Report:

1 April 2023 – 30 September 2023

EXECUTIVE SUMMARY

This report is to provide a summary on the outcome of all CAFT work undertaken between 1 April 2023 and 30 September 2023, including CAFT progress and outcomes set against the objectives as set out in our annual strategy and work plan.

All CAFT work is conducted within the appropriate legislation and through the powers and responsibilities as set out within the financial regulations section of the Council's constitution. CAFT supports the Chief Finance Officer in fulfilling their statutory obligation under section 151 of the Local Government Act 1972 to ensure the protection of public funds and to have an effective system of prevention and detection of fraud and corruption. It supports the Council's commitment to a zero-tolerance approach to fraud, corruption, bribery, and other irregularity including any Money Laundering activity.

The CAFT is made up of four specialist investigation teams: The Corporate fraud Team, The Concessionary Travel Fraud Team, The Tenancy Fraud Team and the Financial Fraud Team (Proceeds of Crime)

The **Corporate Fraud Team** investigated **83** cases of alleged fraud. These investigations resulted in **1** criminal prosecution relating to school admission fraud, **3** cases being referred for disciplinary action, and **9** cases resulting in civil recovery action (**8** of these cases related to the Council Tax Support scheme with **£23,340.40** being identified for recovery and **1** case relating to a Council Tax exemption with **£5,545.51** being identified for recovery). **5** Administrative Penalties were issued totalling **£4,402.09** relating to Council Tax Support Offences. There were **2** cases where applications that were submitted to the Council were denied resulting in Council savings of **£1,905.60**, **1** related to a school admissions case, and **1** case was concluded where an attempted fraudulent invoice was refused relating to Highways.

The **Concessionary Travel Fraud Team** has investigated **154** cases relating to alleged Blue Badge misuse, fraudulent appeals against penalty charge notices (PCNs) and alleged parking permit fraud. These resulted in **8** successful criminal prosecutions, **27** Simple Cautions being administered, and **30** official warning letters being issued. **£6,192.53** in costs were recovered via the courts and caution payments. There was also **£3,528** issued in court fines.

The **Tenancy Fraud Team** investigated **328** cases. **223** new referrals were received, **153** of these related to alleged Tenancy fraud and **70** related to Right to buy verification. (**31** of the fraud referrals were received from Barnet Homes with **5** cases relating to *Open Door Homes properties*). Over the course of the first 6 months the team were responsible for recovering **19** properties. **7** Right to Buy applications were denied due to the applicants not being eligible to purchase the property under the scheme. In addition to this, Tenancy fraud officers prevented **10** new applications from progressing, due to the applicant not being resident at the property or where circumstances were established where they were not entitled to these services. The applications that were denied related to Assignment (2), joint to sole (2), and mutual exchange (2) and Homeless Applications (4).

There have been **11 Financial Investigations under the Proceeds of Crime Act** carried out. **10** of these are on-going and recovery of confiscation orders continues. **1** case was closed due to insufficient assets being available to continue. **2** new cases were opened relating to Direct Payment Fraud and Right to Buy Fraud.

In addition to the specialist investigative role, CAFT continue to provide advice and support to every aspect of the organisation including its partners and contractors in relation to matters of fraud. This advice varies between fraud risk, fraud prevention and detection, money laundering and other criminal activity as well as misconduct and misuse of public funds. Some of the matters will progress to criminal investigation and others will not, but in all cases appropriate actions, such as disciplinary or recovery action is taken. It is this element along with the ‘preventative – deterrent’ nature of the CAFT work that is hard to quantify statistically but where possible we have done so in the performance indicators section of this report.

We are confident that CAFT will continue to provide an efficient value for money counter fraud service and has demonstrated that it is able to successfully investigate all types and levels of fraud referrals to an appropriate outcome.

Other information reported as per requirements of policy.

Number of requests authorised for surveillance in accordance with Regulation of Investigatory Powers Act 2000 (RIPA).	0 This statistic is reported for information purposes in accordance with our policy and statistical return to the Office of Surveillance Commissioners.
<p>Number of referrals received under the council’s whistleblowing policy.</p> <p>In addition to this; -</p> <ul style="list-style-type: none"> • The WB hot line received 1 call – which was not WB but passed to relevant service to deal with • The WB email address received details of 13 different matters/concerns – none of which were WB but passed either to CAFT to investigate, or relevant dept or agency such as DWP/Police/Action Fraud/other LA 	1 – review underway <i>details of any WB matters will only be reported as appropriate on conclusion.</i>

National Fraud Initiative data matching exercises

The National Fraud Initiative (NFI) is an exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud and error. All local Authorities have a statutory duty to take part in this national exercise and as a result Barnet submitted a number of data sets to the Cabinet Office for matching against other public-sector data sets. In February 2023 this matching process returned **99** separate reports containing a total of **9,514** matches to Barnet

The process of working through these matches includes allocating matched data to the relevant service areas to investigate any anomalies and update their systems with verified information. The CAFT team will investigate Housing Tenancy matches, Blue Badge matches and any that relate to internal Fraud such as Payroll and Procurement matches.

So far this year, we are able to report the following results from the NFI.

311 disabled blue badges were cancelled due to the resident being deceased where the Council were not already aware, which has resulted in an estimated saving of **£202,150**. This figure is based on the Cabinet Office estimated savings figure of £650 being attributed to each blue badge that is cancelled.

All matches have been looked at relating to all services, with only a few remaining to be actioned. These have **resulted in 1** match identified as fraud where an administrative penalty was issued relating to Council Tax Support offences. The total outcomes relating to Housing and Council tax support benefit overpayments is **£163,660.73** where recovery of this amount is on-going. The majority of the NFI exercise is complete, however new matches that relate to HMRC data will be produced from 1st November 2023.

CORPORATE FRAUD

There have been **83** cases dealt with in in the first half of the year relating to Fraud against services provided by the Council or within Service Areas

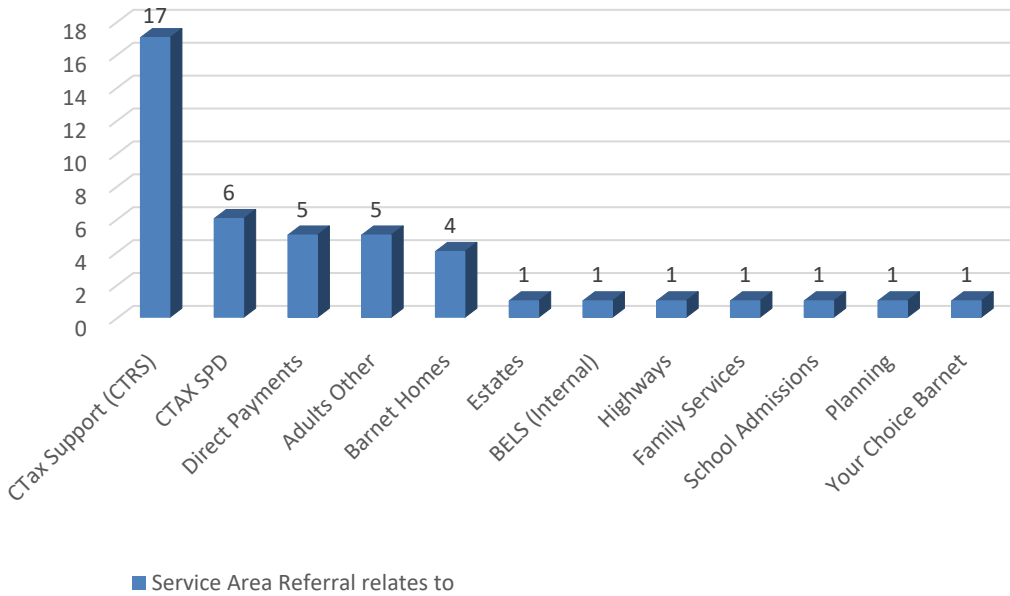
39 cases carried forward from 2022-23

44 New referrals received in first half of the year.

35 cases were closed

48 on-going investigations.

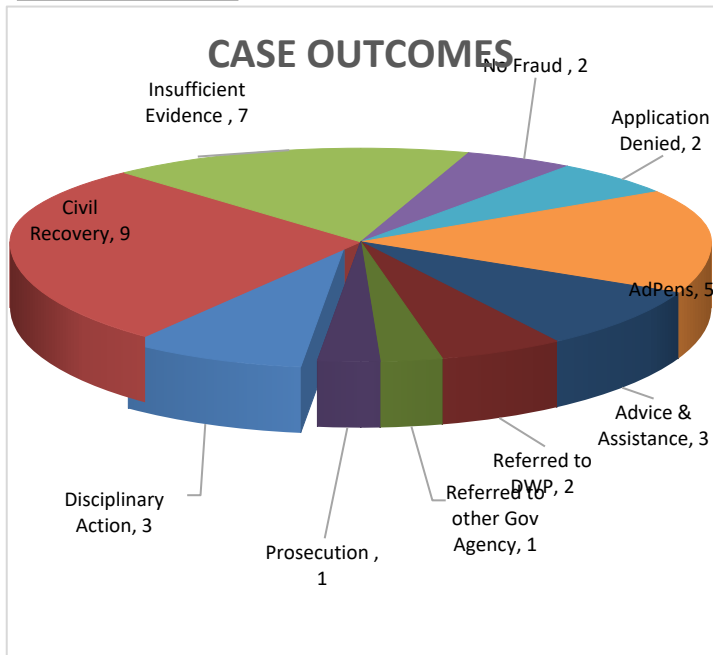
New referrals received in first half of the year





This graph shows how the distribution of new fraud referrals has crossed a wide variety of Council services so far this year.

52.2% of new referrals related to Council Tax fraud, mainly due to the National Fraud Initiative (NFI).

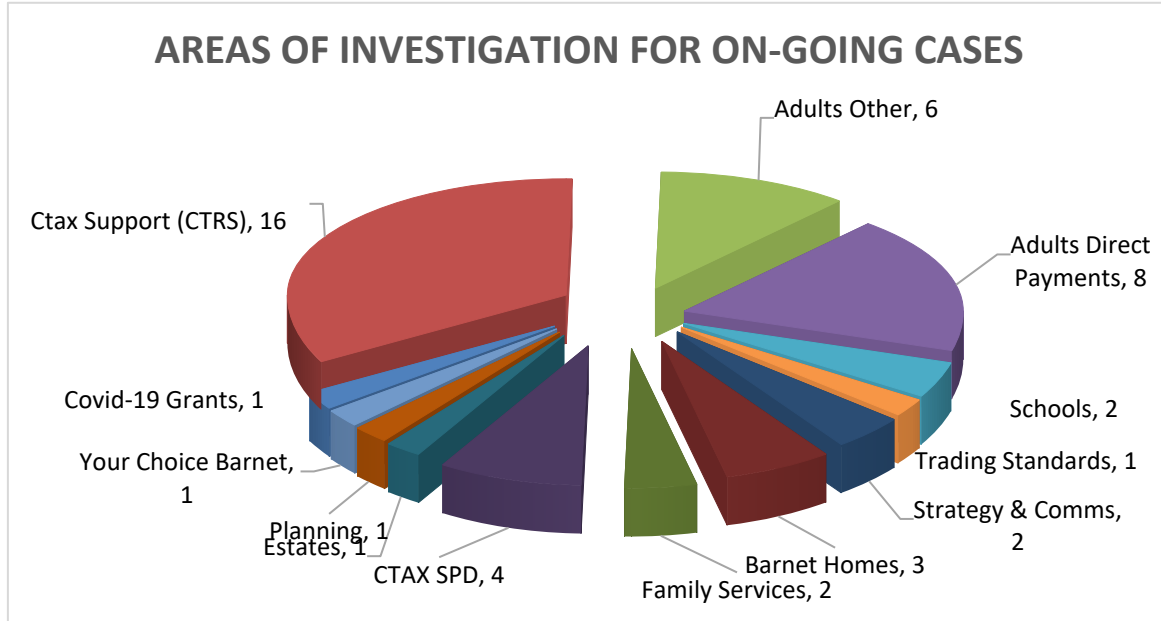
Closed cases



Outcomes

- 1 Prosecution** *see noteworthy cases
- 9 Civil Recovery actions** 
 - 1 Exemption removed from Council Tax account resulting in **£5,545.51** to be recovered
 - 8 actions relating to Council Tax Reduction Scheme (CTRS) with **£23,340.40** identified for recovery
- 3 Disciplinary Actions**
- 2 Applications Denied** (school admissions & attempted fraudulent invoice with a value of **£1,905.60**) 
- 5 Administrative Penalties** **£4,402.09** *see noteworthy cases
- 7 Insufficient Evidence**
- 2 No Fraud**
- 3 Advice & Assistance**
- 2 Referred to DWP**
- 1 Referred to other Government Agency**

On-going investigations



3 cases are currently with our legal team awaiting prosecution.

1 relates to Direct Payment Fraud

1 relates to Estates.

1 relates to CTRS offences.

- 16** Council Tax (CTRS)
- 8** Adults Direct Payments
- 6** Adults Other
- 3** Barnet Homes
- 4** CTAX SPD
- 2** Schools
- 2** Strategy & Comms
- 2** Family Services
- 1** Covid-19 Grants
- 1** Trading Standards
- 1** Planning
- 1** Estates
- 1** Your Choice Barnet

Pro-Active areas of work

The Corporate Fraud team carried out a pro-active exercise to identify direct payments being paid by the council where the beneficiary of the payment had passed away. This exercise resulted in no fraud being identified, giving extra assurance around the processes and procedures in this area.

The team have also been working closely with Adults Social Services to adapt the formal declaration included in direct payment agreements and literature to give those in receipt of a direct payment or responsible for those that require care, a greater understanding of their role and responsibilities in respect of money received and how it should be spent. It also ensures awareness that the London Borough of Barnet will take action against those committing fraud and serve as a deterrent.

Noteworthy Corporate Cases

Case 1 – Relates to a School Admissions Fraud. Ms S falsely declared that she was living at a home owned by an elderly couple because it was within the catchment area of Mill Hill County High School. She had forged sale contracts, tenancy agreements and utility bills to try and get her son into one of the most sought-after local schools. She created fake utility and council tax accounts for the house and collected post from the real owners, saying it had been delivered to them by mistake. Her actions were discovered when the elderly couple found that they were building up council tax arrears, despite paying their bill promptly. Ms S was working as a paralegal aiming to become a conveyancer. Ms S and her ex-partner had purchased a piece of land at the rear of a property in Mill Hill. She applied for a school place on the basis that she was planning to build a property on the land and move in, but the plot had no access to a road.

The council's admissions team rejected the application, saying it could only be based on the applicant's current address. She then said she lived at the property on a piece of land, which was owned by the elderly couple, but they had never met her before. The council was unable to verify that she had moved house, so she created a false tenancy agreement showing she was renting out her property in Hendon. CAFT officers visited the properties and obtained witness statements as well as examining documents that had been submitted. This provided evidence that she had lied about her living arrangements. She was interviewed under caution by CAFT officers and gave a no comment response to all questions asked, however, she later provided a statement admitting her actions.

As a result, she was sentenced to 20 weeks imprisonment for each of the 8 offences to run concurrently. This sentence was suspended for 12 months on the following conditions:

- Unpaid work ordered for 150 hours
- Rehabilitation activity for 10 days to relate to consequential thinking
- **£2,500** costs awarded and a victim surcharge of **£128**

Case 2 - Mr K was in receipt of Council Tax Support benefits but had received a significant amount of inheritance money during 2019 which he did not declare and would have had an impact on the amount of benefits received. He had chosen to purchase a property in Derby, without the need for a mortgage. This property was later converted into a five-bedroom property and rented out. The money he received, and the subsequent purchase of the property was not declared. During the investigation, he claimed that his friend completed the benefit forms on his behalf and told him that he would still be entitled to the same amount of benefit. Evidence has been seen in the form of an email from the Council Tax benefits section in 2019 advising that they had been notified of a change of address, the claimant responded to say that he has not changed his address and still resided in Barnet, he did not mention that he had purchased a property. In 2020 there was another email from the benefits section advising that he was in rent arrears and that he must provide evidence of all income received. At the time of this email, he was receiving money from a person whom CAFT officers identified as the tenant of the address he purchased in Derby. When the benefits assessment was done taking into account his property as capital in June 2023, Mr K sent an email advising that his property was not in a liveable condition. This was a further attempt to mislead the Council as CAFT evidence shows that the property was being rented out. In line with relevant legislation and Council Tax Reduction Scheme guidance, an administrative penalty amounting to **£1,000** was accepted by Mr K. This needs to be paid in addition to the **£3,017.06** in overpaid Council Tax Support that is due to be recovered.

A further **four** Administrative Penalties were given to suspects who had committed offences contrary to the Council Tax Reduction Scheme (detection of fraud and Enforcement) Regulations 2013 totalling **£4,402.09**.

Case 3 – An internal member of staff working in Adults Social Services had failed to declare that she had set up her own company that deals with payroll services and care provision for vulnerable adults which was in direct conflict with her job role. The CAFT investigation had found that she had used her knowledge and client base at the Council to set up her own enterprise and therefore make a gain for herself. She was interviewed under caution where she made a pre-prepared statement. The relevant parts of the code of conduct were read to her including the need to declare interests, financial or otherwise that would impact the council and the need to declare other work and involvement with a business. She claimed not to have seen the code of conduct and never read it, however had signed the Council's contract of employment. The case was referred to the service for disciplinary action and she had subsequently resigned during this process. There was no evidence of any financial loss to the Council or the residents using her services so no further action by CAFT required.

CONCESSIONARY TRAVEL FRAUD

This section details the investigation of Blue Badge Misuse, Parking permit fraud and fraudulent appeals for Penalty Charge Notices (PCN's). Blue Badges can only be used by the named badge holder, or by a person who has dropped off or is collecting the badge holder from the place where the vehicle is parked. It is a criminal offence for anyone else to use a Blue Badge in any other circumstances.

There have been **154** cases dealt with in first half of the year relating to Concessionary Travel Fraud

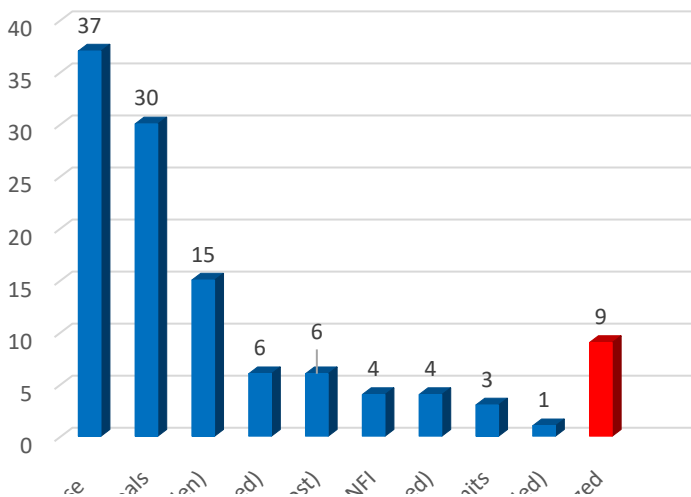
48 cases carried forward from 2022-23

106 New referrals received.

111 cases were closed

43 on-going investigations.

New Referrals received

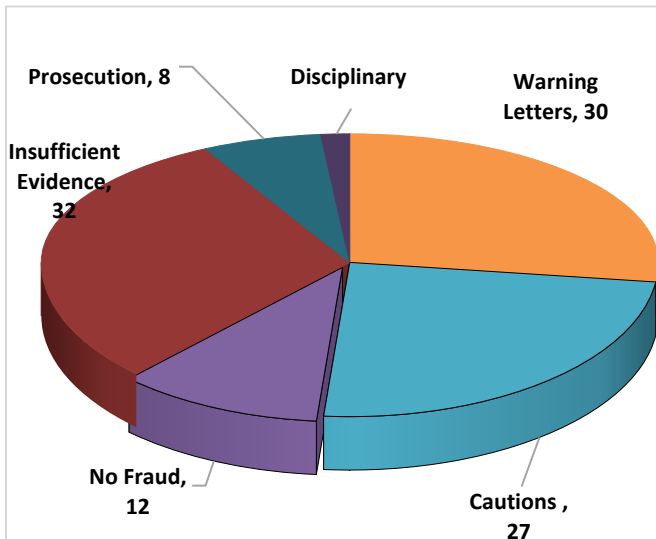


The highest number of referrals related to blue badge misuse / fraud in the area of **Golders Green** with this accounting for **18.8%** of all new referrals received this year. The next highest area of misuse occurred in **Edgware** with **13.2%** of new cases in this area.




19.8% of all new cases related to the use of **lost and stolen** blue badges.

There were a significant number of new referrals relating to **Penalty Charge Notice (PCN) Appeals** due to weekly PCN appeal reviews carried out by CAFT to identify fraud.

Closed cases

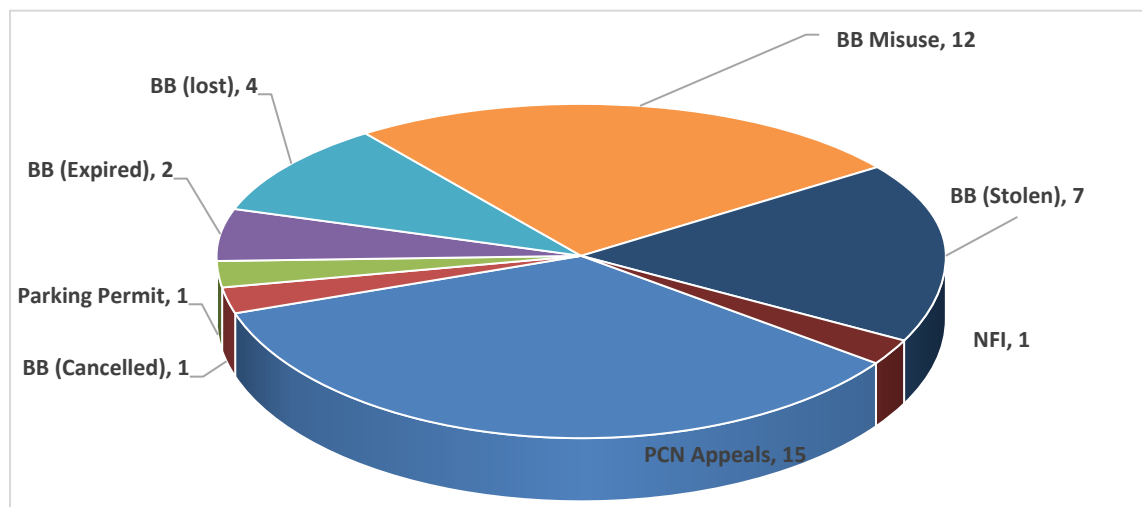


Outcomes

- 8** Prosecutions  (council costs recovered £4,734.50) (Court fines issued £3,528)
- 27** Cautions  (total costs recovered £1,458.03)
- 30** Warning Letters 
- 32** Insufficient Evidence
- 12** No Fraud
- 2** Referred for Disciplinary Action

* Where the circumstances of the misuse are such that criminal sanction is not appropriate, an example would be a badge holder using their own expired badge whilst waiting for a new badge to be issued

On-going Investigations



Pro-Active areas of work

The Concessionary Travel Fraud team carried out **three** pro-active intelligence led blue badge street operations targeting areas of blue badge misuse. This resulted in **137** blue badges being checked, **14** new cases to be investigated where misuse / fraud was identified, and **9** badges were seized from offenders. **11** Penalty Charge Notices (PCN)'s were given by the Parking Enforcement Officers from NSL Services.

27 Simple Cautions were administered by the CAFT.

Following investigative interviews under caution, the circumstances of these cases allowed CAFT to consider them to be dealt with by way of the administration of a Simple Caution. All of the cases that were cautioned related to instances of straight forward misuse that took place. These include situations where errands were being run by family members on behalf of the badge holder such as the collection of medication or food. The offenders stated that they had the badge holder's permission and believed that the badge could be used for such action. However, when the Blue Badge scheme was explained to them, they realised that their actions fell outside of what was permitted. In such cases and in accordance with our policy the council can issue a simple caution rather than pursue the matter through the courts.

Noteworthy Concessionary Travel Cases

Case 1 – Relates to the use of a counterfeit blue badge. Mr K was found to be using a photocopy of a family members blue badge, he admitted to misusing the badge but denied any knowledge of the badge being counterfeit and stated this is how the badge had been received from the issuing authority. The matter went to court where he plead guilty, and was sentenced to a fine of **£738**, A victim surcharge of **£295** and ordered to pay council costs of **£1,331**.

Case 2 – Ms C's vehicle was observed displaying a blue badge that had been reported stolen according to the blue badge database. When CAFT officers approached the driver, she drove away without engaging. CAFT inquiries confirmed her identity and also identified a number of occasions where the vehicle had been displaying different stolen blue badges. During her CAFT interview Ms C stated she had found the badge and mistakenly put it on display instead of her disabled family members badge, when presented with the additional offences she declined to make any comment. The matter was sent to court and Ms C pleaded guilty to 3 offences of theft and one of misuse, she was sentenced to a **£500** fine for the

misuse, **£120** for each of the 3 theft offences and a victim surcharge of **£344**, she was also ordered to pay council costs of **£500**.

Case 3 – Mr E’s vehicle was observed by a CAFT officer displaying what was identified as a stolen blue badge. Mr E was interviewed under caution and claimed that he had found the badge and that he had only used it on that one occasion, when questioned further he admitted to using the badge on several occasions. The matter was taken to court where Mr E pleaded guilty to both theft by finding and misuse of a disabled badge. He was sentenced to a fine of **£120**, a victim surcharge of **£48** and ordered to pay council costs of **£953**.

Case 4- Ms F’s vehicle was observed by CAFT officers displaying a disabled badge, enquiries made at the roadside confirmed that the 85-year-old badge holder had passed away. The driver was subsequently identified and invited to attend an interview under caution. During the interview she admitted to wrongly using her deceased father’s blue badge. Ms F pleaded guilty at Court, where she was sentenced to a fine of **£250**, a victim surcharge of **£100** and was ordered to pay council costs of **£600**.

In addition to the above there were **4** other cases that were prosecuted under similar circumstances which resulted in similar outcomes with costs of **£1,350.50** being awarded.

TENANCY FRAUD

The Tenancy Fraud team, identify, investigate, prevent, and sanction those persons that commit Tenancy Fraud in Barnet. They, ensure a maximum return of properties back to the Council and Social Housing Partners where Tenancy Fraud has been proven.

There have been **328** cases dealt with in the first half of the year relating to Tenancy Fraud

105 cases carried forward from 2022-23

148 New Fraud referrals received.

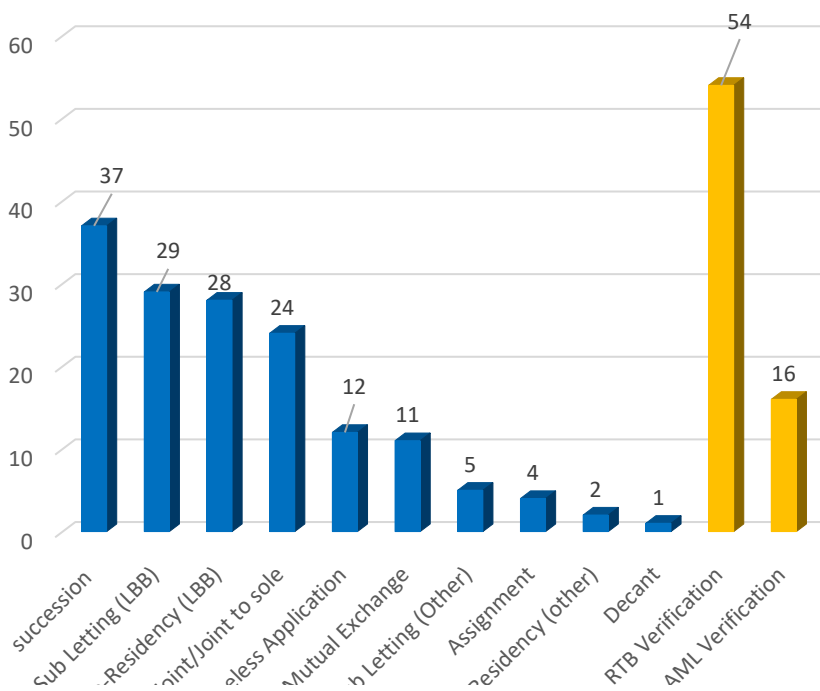
70 Right to buy applications for verification.

5 New Open-Door Homes referrals received.

226 Cases were closed

102 on-going investigations.

New Fraud Referrals / RTB Verification Requests received first half of the year



The majority of new **tenancy fraud referrals** related to properties in Burnt Oak ward with a total of **17.6%** of new cases in those areas.

There has been an increase in referrals relating to subletting with a **47.8%** increase compared to this point last year.

Closed cases

13 Properties Recovered (Keys Returned)

1 Property Recovered (Civil Recovery) (council Costs awarded £482)

5 Prosecutions (including property recovery) (Costs £2,792, Compensation £8,900)

7 RTB Applications Cancelled

19 RTB AML Checks Satisfied

75 Housing Applications verified

2 Assignment Application denied

2 Mutual exchange Application denied.

1 Formal Caution

46 Right to Buy Applications Verified

4 Homeless Application denied.

4 RTB AML checks not satisfied.

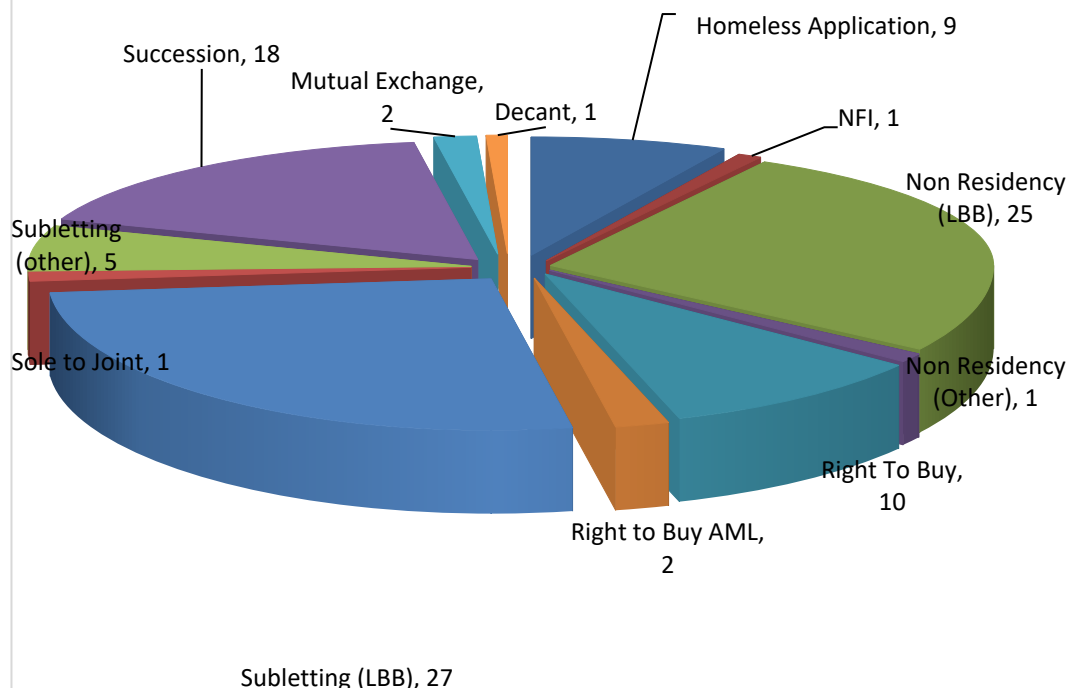
2 Sole to joint Application denied.

8 Insufficient Evidence

37 No Fraud identified.

On-going Investigations

Areas of investigation for on-going cases



- 27 Subletting (LBB)
- 25 Non-residency (LBB)
- 18 Successions
- 10 Right to Buy
- 9 Homeless Applications
- 5 Subletting (other RSL)
- 2 RTB AML
- 2 Mutual Exchange
- 1 Sole to joint tenancy application
- 1 NFI (Housing Application)
- 1 Decant
- 1 Non-residency (Other)

As a result of CAFT investigations **7** Right to Buy applications were stopped resulting in the properties being retained in council housing stock. Had the purchases been allowed to continue, LB Barnet would have offered a discount of £127,900 on each property. This equates to the authority retaining an asset value of **£895,300**.

19 properties (1 Studio, 6 x 1 bed, 7 x 2 bed and 5 x 3 bed) were recovered during the first half year of 2023-24. This equates to a saving in temporary accommodation costs of **£837,826**.

18 Cases are with legal. **12** of which are awaiting civil action. **1** is for criminal action due to sub-letting. **1** prosecution for a false Right to Buy application **4** possession orders granted by the court awaiting eviction dates.

Pro-Active areas of work

During the first half year, the Tenancy Fraud team carried out a pro-active exercise looking at properties where the tenants were over the age of 92. The team looked at 89 tenancies as part of this review. Evidence obtained showed one tenant was abroad and had been since May 2022. The family insisted the tenant was resident at the social housing address, however

when informed of the evidence they admitted the tenant would not be coming back to the UK and returned the keys to the property.

Noteworthy Tenancy Fraud Cases

Case 1 – Mr A and Mrs S had a three-bedroom flat in Barnet, a referral was received from the Metropolitan Police who stated Mrs S had been arrested at a property which was not the social housing property where she was a tenant. She stated at the time of arrest that the address was her main residence. The police also confirmed her partner Mr A was in prison. The CAFT investigation found Mr A owned the property where Mrs S was arrested and was in fact living there whilst sub-letting her social housing property between July 2017 and March 2020. CAFT evidence showed that Mrs S had been receiving £800 per month in rent. In an interview under caution Mrs S provided a pre-prepared statement through her solicitor admitting she moved into the property owned by Mr A in 2017. Mr A stated in his interview he had nothing to do with the social housing property even though he was a joint tenant. The keys to the property were returned and the property recovered. Due to the evidence obtained during the investigation the case was passed to legal for prosecution. During the hearing at Harrow Crown Court Mr A pleaded guilty to sub-letting and admitted culpability for the offence of subletting, he was sentenced to 8 months imprisonment.

Case 2 – Mr S and Mrs S M had a two-bedroom flat in Cricklewood. As part of a proactive exercise CAFT officers conducted an un-announced visit to the property. A gentleman answered the door and stated he was the tenant, however a CAFT investigation revealed that he was the sub-tenant of Mr S. The sub-tenant provided a witness statement and tenancy agreement confirming he had been renting the property from Mr S since October 2019 and paying £800 per month rent. Evidence obtained confirmed this and identified that Mr and Mrs S were living in Northampton. Mr S was interviewed under caution and denied sub-letting, he claimed when he works nights in London, on a 3 day on and 3 days off rota, his wife stays in Northampton to look after the children and when he goes back home, she returns to London. However, phone data evidence contradicted this and confirmed both Mr S and his wife living in Northampton and not returning to London at any time. Mrs S was interviewed under caution and stated she had split up with her husband 6 years ago and was living at the tenancy address as her main home, evidence obtained showed this not to be true. The keys to the property were returned and property recovered. The matter was passed to legal for prosecution. Both Mr and Mrs S pleaded guilty at Willesden Magistrates Court to sub-letting offences and were sentenced to a 4-month custodial sentence, suspended for 18 months and ordered to pay **£3,000** compensation to Barnet Council.

Case 3 – Ms H had a two-bedroom flat in Friern Barnet, a CAFT investigation started following an anonymous referral, alleging that Ms H had been sub-letting her social housing property for over five years. Evidence obtained during the investigation found that Ms H had been sub-letting her social housing property to a number of different people from 1 January 2016 to 31 October 2022 whilst living with her Partner in Bromley. Ms H was interviewed under caution where she denied any wrongdoing, however when the evidence was put to her, she admitted to sub-letting the property. Ms H returned the keys, and the property has been recovered. Due to the period of time Ms H had sub-let the property and the financial loss to Barnet Council, it was deemed to be in the public interest to carry out criminal proceedings against her. At Willesden Magistrate Court Ms H pleaded guilty to sub-letting, she was sentenced to 150 hours unpaid work, ordered to pay **£3,000** compensation and costs of **£2,420.63**.

Case 4 – Mr M had a one-bedroom flat in Barnet, a CAFT investigation started due to a referral received from Barnet Homes stating the tenant was living abroad, evidence obtained found the tenant had been in Turkey for 11 months whilst allowing ‘friends’ to stay at the social housing property. Mr M denied any wrongdoing. The matter was referred to legal for a civil hearing for possession of the property. The matter was heard at Barnet County Court where an outright possession order was granted. An eviction took place, and the property was recovered.

Case 5 – Ms L had a one-bedroom house in Colindale, the case was referred to CAFT by Barnet Homes following a forced entry by the Gas Safety Team. Observations from the forced entry were consistent with a property being abandoned. The following investigation found evidence that Mr L had not been resident at the social housing property since the start of the tenancy which started on 13 December 2019. Mr L has mental health and substance abuse issues and is now living with his brother to receive the help he needs. Mr L returned the keys as he no longer needed it and the property was recovered.

Case 6 – Miss F had a studio-flat in Mill Hill, a referral was received by CAFT from the lodger of the tenant’s mother. It was alleged the tenant had not been residing at her social housing tenancy and had in fact been residing with her mother since she was given the property. Evidence obtained would suggest the tenant had been sub-letting her social housing property with payments of rent going into her mother’s account in a bid to hide the fraudulent activity. During an interview under

caution Miss F denied the allegations despite the evidence and witness statements that had been obtained. The matter went to both civil court and criminal courts. A hearing at Barnet County court resulted in an outright possession order being granted which led to an eviction process to recover the property. At Harrow Crown Court Miss F pleaded not guilty, however after a trial, she was found guilty and sentenced to 4 months in prison which was suspended for 18 months and ordered to pay £500 compensation to Barnet council.

Case 7 – Miss O had a three-bedroom house in Edgware, a referral was received from a Barnet Homes housing officer, who had received information from a neighbour stating the property had pest issues, however checks by the housing officer showed the tenant had not made the complaint themselves. The matter was passed to CAFT where the investigation found that the tenant was living in Dunstable whilst sub-letting the social housing property for approximately 10 years. During an interview under caution Miss O denied any offences of sub-letting and insisted she lived at her tenancy address, but decided to return the keys and the property was recovered. Due the offence the matter was referred to legal for prosecution, at Harrow Crown Court Miss O pleaded guilty and was sentenced to 22 months imprisonment suspended for 22 months. She was also ordered to pay **£2,400** compensation to the council.

FINANCIAL INVESTIGATIONS (FI)

A Financial Investigation under the Proceeds of Crime Act 2002 (POCA) ensures that any person(s) subject to a criminal investigation by Barnet do not profit from their criminal actions.

There have been **11** cases dealt with in the first half of the year relating to financial investigation.

9 cases carried forward from 2022-23

2 New FI Cases opened.

1 FI case closed

10 on-going FI investigations.

New Referrals

1 Is a POCA investigation relating to a Right to Buy Fraud case.

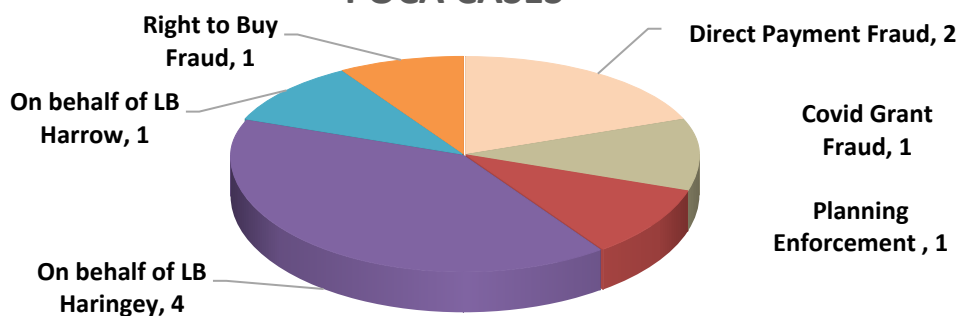
1 Is a POCA investigation relating to a Direct Payment Fraud case.

Closed cases

1 Insufficient Assets

On-going investigations

AREAS OF INVESTIGATION FOR ON-GOING POCA CASES



4 On behalf of LB Haringey
2 Direct Payment Fraud
1 Planning Enforcement
1 On behalf of LB Harrow
1 Covid Grant Fraud
1 Right to Buy Fraud

Under the Government's incentivisation scheme funds confiscated from criminals is shared as follows:

- 50% is allocated to the Treasury
- 12.5% is allocated to the courts
- **30% is allocated to LBB as the investigating authority**
- From this allocation, **6.5%** is taken by the Asset Recovery Agency (ARA) for the administration of the funds

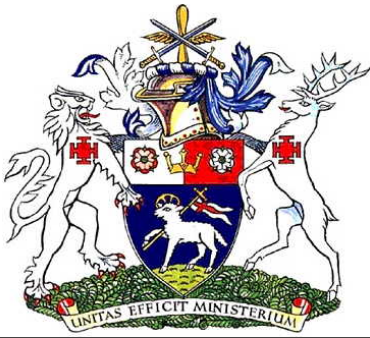
In addition to this scheme and in relation to the 30%, CAFT had local agreements in place with other Local Authorities with regard to each investigation, therefore some of this share is split further dependent on the

agreement in place. For POCA cases relating to LBB services the full 30% share is retained after the deduction of the Asset Recovery Agency's administration costs.

Under this scheme, the total allocation amount received from the ARA after relevant deductions so far this year amounts to £31,594.43. £4,573 of this is to be paid to other local authorities as per MOUs. LBB to retain £27,021.43. These amounts are part recoveries of planning cases from Haringey Council and Barnet planning cases. The details of these cases will be reported once the financial recoveries are completed.

Details of cases where confiscation orders are awarded will be reported as and when they occur or at conclusion of the investigation.

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AGENDA ITEM 8 Governance, Audit, Risk Management and Standards Committee

Title	Oracle Cloud implementation in Barnet Update
Date of meeting	27 November 2023
Report of	Anisa Darr, Executive Director of Resources
Wards	All
Status	Public
Urgent	No
Appendices	None
Officer Contact Details	Anisa Darr, Executive Director of Resources Anisa.Darr@Barnet.gov.uk Sally Chin, BOCI Programme Manager Sally.Chin@Barnet.gov.uk

Summary

The report provides Members with an update on implementing the Council's new finance and HR system, Oracle Cloud. It highlights progress made, key risks and summarises the lessons learned from implementing Oracle Cloud at other councils (based on publicly available information).

Recommendations

That Committee note the actions that are being taken to ensure a successful implementation of the new Finance and HR system for the Council.

1. Reasons for the Recommendations

Background and Context

- 1.1 In February 2022, Policy and Resources Committee approved replacing the Council's Finance and HR systems. Following this decision, officers procured a new system, Oracle Cloud, a unified platform combining Finance and HR systems – implemented and supported by many local authorities. As a cloud-based technology, it will support both the current and future working environment.
- 1.2 The system is widely used by business organisations across the country and globally. Over 40 local authorities have successfully adopted the Oracle Cloud platform. Examples of local

authorities that have successfully gone live in 2023 include the London Borough of Waltham Forest, Wirral Council, Swansea City Council, Solihull MBC, South Ayrshire Council, Vale of Glamorgan, and the London Borough of Bromley.

- 1.3 In Barnet, work is underway to implement the new system, with the goal of replacing the current systems from April 2024. The implementation is being carried out by experienced specialists under the Barnet Oracle Cloud Programme with a robust governance structure to ensure that the programme remains on track and has senior stakeholder buy-in throughout.
- 1.4 Implementing organisation-wide systems is challenging and complex, as exemplified by recent challenges faced by Birmingham City Council in getting their system up and running. Para 1.10 to 1.12 sets out some early lessons learned, particularly from Birmingham CC and analysis of key issues based on publicly available information. Final conclusions will have to await the publication of the Public Interest Report.
- 1.5 It is important to note that Birmingham City Council's situation and implementation cannot be used as a like-for-like comparison to Barnet's.

Barnet Oracle Cloud Implementation (BOCI)

- 1.6 The implementation of Oracle Cloud began in November 2022 and is currently on time and within budget. The capital budget is £10.4m, forecast spend is £9.5m, which equates to a forecast underspend of £0.9m.
- 1.7 The programme recently completed the configuration phase, during which the programme collaborated with more than 150 officers from across the organisation in over 100 workshops to finalise the new system's design. The guiding principle throughout this process was to 'adopt, not adapt' the new system, a critical factor in the successful implementation of cloud-based technologies. This means the Council is adopting off the shelf processes rather than customising the cloud technology to fit the old ways of doing things.
- 1.8 The programme has now entered the phase of rigorous testing of the new solution, which will last five months, culminating in the changeover at the end of March 2024. This phase involves managing significant risks related to data availability and quality that may impact the Go-Live date and/or scope of the programme. The final transition to the new system will occur only when the Council is confident that the new system is ready and that key risks are effectively managed.
- 1.9 Changing organisation-wide systems presents challenges. Each organisation's implementation of Oracle Cloud is always a unique process, as organisations differ in their starting points and their working practices that have evolved over the years. Below are key current risks as assessed by the programme.
 - i. The primary risk in Barnet relates to the timely availability and quality of data from the current systems. This issue is linked to the fragmentation of existing systems and the complexity of ownership of processes across these systems, involving the Council, Capita, and other partners. The new system, along with the insourcing of Capita staff, will simplify this situation and future-proof data processing, allowing the Council to regain complete control in the future. In the interim, the programme team has employed data specialists to manage and mitigate risks associated with data, which is being closely monitored and reported through the programme governance. This remains significant risk to the timely and successful implementation of Oracle Cloud in Barnet.
 - ii. Effective collaboration with suppliers is crucial for resolving key implementation challenges, particularly data-related ones, as mentioned above. Following the Council's

decision to end its current relationship with Capita, the risk of not achieving swift solutions to issues increases as Capita and their suppliers move towards ending the relationship with the Council. To address this, the programme team engages with Capita early, establishes and builds on good working relationships whenever possible, and deploys the contract escalation process when necessary.

- iii. Another key risk is the organisation's readiness to uptake the new system, as changing core systems is always a significant shift, especially in the context of ongoing, and at pace, changes to the establishment (e.g., moving teams in-house prior to go-live date, some of which are directly affected by the new system as they will manage it, such as the insourcing of the Accounts Payable function). To address this, the programme team has established a special change function to manage communications, engagement, training, and support across the organisation. Regular change updates are provided to the programme governance, and engagement and communication efforts will intensify closer to the go-live date. These efforts will require strong support of leaders from across the organisation.

Birmingham City Council Oracle Cloud Implementation – summary of key lessons learned.

- 1.10 Following widespread media criticism of Birmingham City Council's Oracle Cloud Implementation and cost overrun, the Barnet programme has reviewed and considered the learnings in line with Barnet's approach.
- 1.11 It's worth noting that until the public interest report is concluded and published, the publicly available information has not been verified, and lessons learned may change. Additionally, comparing Birmingham City Council to other organisations is challenging due to various factors, including their size, complexity, and approach to the new system's implementation.
- 1.12 Based on publicly available information, three main issues are observed with the Oracle implementation at Birmingham City Council (NB the explanations of how Barnet's implementation differs or how these risks are managed is provided where applicable):
 - 1. **Strategy:** The "adopt not adapt" best practice design principle was not enforced in Birmingham, which was at the core of most publicised issues. Birmingham did not adhere to this principle. Barnet has adopted a best practice LA approach to Oracle Cloud with governance and scrutiny in place. As a result, the Council has very limited customisations, all of which are successfully used across multiple local authorities.
 - 2. **Technology:** Birmingham relied heavily on customisations and non-standard functionality which created issues when the solution went live. Some examples include:
 - i. Birmingham opted for an overly complicated 3 balancing segment design, contrary to advice from independent Third Parties, impacting financial controls, reporting, integrations, budgeting & planning. In Barnet, the programme has designed a simple Chart of Accounts, that's mirrored across multiple longstanding Local Authority Oracle Cloud customers.
 - ii. Furthermore, Birmingham did not sufficiently test some 200+ system roles in advance of deployment, leading to access and security issues. In contrast, Barnet's programme follows best practice advice from implementation specialists to target roles for testing during the testing window. In this period, Barnet will have concerted focus on the design for the insourced teams, to ensure suitable roles are deployed and tested in line with the majority of LBB.

- iii. Birmingham did not have working Budget Monitoring Reports available at Go Live. In Barnet, the programme is compiling a reports register, supported by a report lead and developer. The reports will be appropriately prioritised for day 1 and will be tested before deployment.
- 3. **Resource churn and wider business transformation:** Birmingham experienced a high churn of resources within senior leadership and the programme team. This contributed to a lack of ownership and clarity in 'to be' processes, with design changes continuing to go-live and not being fully documented. Barnet has a stable programme team with specialists who have collectively worked on 16 successful Oracle Cloud LA implementations. The programme governance is designed to join up working from across the organisation, including with partners; Capita, the Oracle system owner and implementation partner.

2. Alternative Options Considered and Not Recommended

N/A

3. Post Decision Implementation

- 3.1. Work will continue to deliver the programme to ensure a successful implementation of the new Finance and HR system for the Council, Oracle Cloud with the goal of replacing the current systems from April 2024.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1. Oracle Cloud solution, which combines both the Finance and HR systems, feeds into all priorities of the Barnet Corporate Plan and act as an enabler for all of the council's wider objectives.

Corporate Performance / Outcome Measures

- 4.2. As an organisational project impacting users across the Council and Suppliers the BOCI programme is run as a change programme. It is not intended to be a resource saving exercise but one that allows staff quicker and more efficient results to allow more time dedicated to delivering for Barnet Residents

Sustainability

- 4.3. N/A

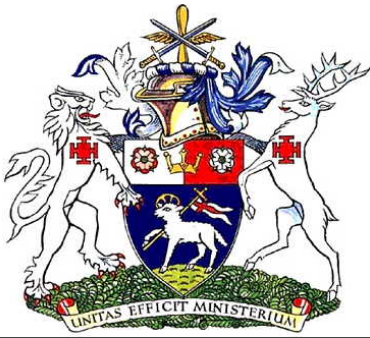
Corporate Parenting

- 4.4. N/A

Risk Management

- 4.5. Risks to the project are managed utilising the council's Risk Management Framework to identify, analyse and respond to any project risks.
- 4.6. As described in the report the main risk to the programme currently relates to being able to obtain good quality HR data from Capita's systems. Without good quality data the programme is at risk of not going live on 1st April 2024 with the system as currently planned. It will be possible to go live on 1st April 2024 with the Finance and Procurement modules and delay the implementation of the HR module until the data is correct. This isn't ideal therefore the programme prioritises to work through the data issues with the specialist help.

<p>Insight</p> <p>4.7. Paragraphs 1.9 to 1.11 sets out some early lessons learned, particularly from Birmingham CC and analysis of key issues based on publicly available information.</p> <p>Social Value</p> <p>4.8. N/A</p>
<p>5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)</p>
<p>5.1. None in the context of this decision. The implementation of Oracle Cloud began in November 2022 and is currently on time and within budget. The capital budget is £10.4m, forecast spend is £9.5m, which equates to a forecast underspend of £0.9m.</p>
<p>6. Legal Implications and Constitution References</p>
<p>6.1. Part 2B and 2C of the Constitution outline the “Terms of reference and delegation of duties to Committees and Joint arrangements”, including for the Governance, Audit, Risk Management and Standards (GARMS) which specify the following powers and duties relating to internal controls: ‘To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions’.</p>
<p>7. Consultation</p>
<p>N/A</p>
<p>8. Equalities and Diversity</p>
<p>6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been given to:</p> <ol style="list-style-type: none"> a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.</p> <p>6.3 In order to assist in meeting the Public Sector Equality Duty the council will:</p> <ul style="list-style-type: none"> • Try to understand the diversity of our customers to improve our services. • Consider the impact of our decisions on different groups. <p>8.4 This is set out in the council’s Equalities Policy, which can be found on the website at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity</p>
<p>9. Background Papers</p>
<p>Review of Integra and CoreHR, Policy & Resources Committee, 9 February 2022 Committee Report (modern.gov.co.uk)</p>



AGENDA ITEM 9 Governance, Audit, Risk Management and Standards (GARMS) Committee

Title	Status of the 2020/21 Audit and Plans for 2021/22 and 2022/23 Audit Delivery
Date of meeting	27 November 2023
Report of	Executive Director of Strategy and Resources
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A: BDO Audit Progress & Timelines Report LB Barnet
Officer Contact Details	<p>Anisa Darr – Executive Director of Strategy and Resources Anisa.Darr@Barnet.gov.uk 020 8359 7634</p> <p>Jyotika Dabasia – Assistant Director Finance Jyotika.Dabasia@Barnet.gov.uk 020 8359 4673</p>

Summary

2020/21 External Audit

The external audit of the Council's Statement of Account is undertaken by BDO.

BDO were presented with the draft financial statements (including the Pension Fund accounts) on 30th July 2021 and the draft accounts were published by the end of July 2021 in line with the Accounts and Audit Regulations 2015.

The 2015 Regulations require that the final approved accounts are published no later than 30th September of the financial year immediately following the end of the financial year to which the statement relates.

2021/22 and 2022/23 External Audit

BDO LLP (the council's appointed external auditors) are required to produce an audit planning report to highlight the key elements of their external audit strategy for the Council for the years 2021/22 and 2022/23.

The council's draft accounts for 2021/22 were published by the end of July 2022 and draft accounts for 2022/23 were published by the end of May 2023 in line with the Accounts and Audit Regulations 2015 and The Accounts and Audit (Amendment) Regulations 2022.

BDO have provided a written Audit status report at Appendix A which gives an Audit Status and Completion Plan for the audit of the years 2020/21, 2021/22 and 2022/23.

Recommendations

1. That the Committee notes the progress towards the sign off of the Council's 2020/21 Statement of Accounts.
2. That the Committee notes BDO's Audit status report which gives an Audit Status and Completion Plan for the audit of the years 2020/21, 2021/22 and 2022/23.

1. Reasons for the Recommendations

- 1.1 BDO advised Audit Committee in July 2021 that they were not able to commence the audit until September, it was therefore not possible for them to conclude their audit in line with the statutory deadline. BDO presented a draft completion report to Committee in December 2021 and again in February 2022.
- 1.2 Audit Committee in February 2022:
 - Approved, subject to there being no material amendments, the Statement of Accounts for 2020/21 and recommended that they be signed by the Chairman and the Executive Director of Resources (Statutory 151 Officer) on behalf of the Council.
 - Delegated to the Executive Director of Resources (Statutory 151 officer) the ability to make necessary amendments to the statement of accounts, in so far as there is no material impact on the General Fund, based on any subsequent findings of the External Auditor.
- 1.3 For 2020/21 audit, no material impacts have been found since the last update provided to Committee the final Statement of Accounts, including the Pension Fund accounts, will be published on the council's website once BDO have provided their Audit Opinion for inclusion in the Statement of Accounts.
- 1.4 Under Section 151 of the Local Government Act 1972- "...every local authority shall make arrangements for the proper administration of their financial affairs". Additionally, in accordance with International Standard on Auditing (ISA) 260, the external auditor is required to issue detailed reports on matters arising from the audit of the council's accounts and pension fund accounts.
- 1.5 In July 2023, DHLUC issued a statement outlining proposals to address the significant backlog in local authority audits in England. BDO will give a verbal update to committee on these proposals. A link to the statement is included in section 9.1 in the background papers to this report.

2. Alternative Options Considered and Not Recommended

- 2.1 None in the context of this report.

3. Post Decision Implementation	
3.1	None in the context of this report.
4. Corporate Priorities, Performance and Other Considerations	
Corporate Plan	
4.1	This supports the council’s corporate priorities as expressed through Our Plan for Barnet which sets out our vision and strategy for the borough. This includes the outcomes we want to achieve for the borough, the priorities we will focus limited resources on and, our approach for how we will deliver this.
4.2	The Annual Statement of Accounts are the primary means by which the Council is held to account for the stewardship of its resources.
4.3	The audits for 2021/22, 2021/22 and 2022/23 will assess fundamental aspects of financial standing and performance management in Barnet that relate to underlying principal of being financially responsible now and into the future.
Corporate Performance / Outcome Measures	
4.4	None in the context of this report.
Sustainability	
4.5	None in the context of this report.
Corporate Parenting	
4.6	None in the context of this report.
Risk Management	
4.7	A positive external audit opinion on the council’s Statement of Accounts plays an essential and key role in providing assurance that Barnet’s financial risks are managed in an environment of sound stewardship and control.
4.8	There are no key risks relating to the production, audit or publishing of the Statement of Accounts identified in the Council’s risk register however, delays to the completion of audits does create a risk in that any issues identified cannot be addressed and resolved in a timely manner.
Insight	
4.9	None in the context of this report.
Social Value	
4.10	None in the context of this report.
5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)	
5.1	The Statement of Accounts shows the financial position of the council as at 31 March 2021.
6. Legal Implications and Constitution References	
6.1	Section 151 of the Local Government Act 1972 requires that “...every local authority shall make arrangements for the proper administration of their financial affairs”.

- 6.2 The Council is a public authority that is subject to the audit of its annual accounts by an external auditor. The Local Audit and Accountability Act 2014, Part 5 specifies the conduct of local audit.
- 6.3 Part 3, Regulation 9 of the Accounts and Audit Regulations 2015 requires that the statement of accounts must be considered by a committee or full council and approved by a resolution of that body. The accounts must then be signed by the person presiding at the meeting. The Section 151 officer must then reconfirm on behalf of the authority that they are satisfied that the statement of accounts presents a true and fair view of the financial position of the authority and its income and expenditure for that year.
- 6.4 The 2015 Regulations require that the final approved accounts are published not later than 30th September of the financial year immediately following the end of the financial year to which the statement relates. The audit did not commence until September 2021 and it was therefore not possible for it to be concluded in line with the statutory deadline.
- 6.5 International Standard on Auditing (UK and Ireland) 260 deals with the auditor’s responsibility to communicate with those charged with governance in an audit of financial statements. A link to the website containing ISA 260 can be found in the background papers to this report.
- 6.6 Under the Council’s Constitution, Part 2B, Terms of Reference and Delegation of Duties to Committees and Sub-Committees, section 2 sets out the terms of reference of the Governance, Audit, Risk Management and Standards Committee which includes in section 2.4.13 which includes “To review and approve the annual statement of accounts and consider the external auditor’s report to those charged with governance on issues arising from the audit of the accounts”.

7. Consultation

- 7.1 None in the context of this report.

8. Equalities and Diversity

- 8.1 Accurate financial reporting is important to ensure the management of resources to enable the equitable delivery of services to all members of the community, to reduce the differential impact of the services received by all of Barnet’s diverse communities and to ensure compliance with the council’s duties under the 2010 Equality Act.

9. Background Papers

- 9.1 Governance, Audit, Risk Management and Standards Committee – October 2023: Item 7 [Agenda for Governance, Audit, Risk Management and Standards Committee \(GARMS\) on Monday 16th October, 2023, 7.00 pm \(modern.gov.co.uk\)](#)
- 9.2 Department for Levelling Up, Housing and Communities (DHLUC) Statement: [Local Audit Delays – Cross-System Statement On Proposals To Clear The Backlog And Embed Timely Audits](#)
- 9.3 Governance, Audit, Risk Management and Standards Committee – July 2023: Item 8 [Agenda for Governance, Audit, Risk Management and Standards Committee \(GARMS\) on Monday 24th July, 2023, 7.00 pm \(modern.gov.co.uk\)](#)
- 9.4 Audit Committee – April 2023: Item 7 [Agenda for Audit Committee on Wednesday 26th April, 2023, 7.00 pm \(modern.gov.co.uk\)](#)
- 9.5 Audit Committee – January 2023: Item 7 [Agenda for Audit Committee on Monday 16th January, 2023, 7.00 pm \(modern.gov.co.uk\)](#)



BDO AUDIT STATUS REPORT

London Borough of Barnet

8 November 2023

EXECUTIVE SUMMARY



AUDIT STATUS AND COMPLETION PLAN

2020/21

- ▶ On the following page we set out the status of the audit for the period ended 31 March 2021 including outstanding work, issues to resolve and a timetable when we expect to complete.
- ▶ The key areas of work not yet concluded are:
 - clearance of review points on Property, Plant and Equipment (PPE)
 - Audit procedures on Infrastructure Assets are now complete but subject to senior team review
 - completion of testing on the classification of Brent Cross Assets.
- ▶ At the GARMS Committee meeting on 16 October 2023, we notified the Committee that a whistle blower complaint had been brought to our attention that has relevance to the 2020/21 financial year. We are in the process of considering the potential implications for our 2020/21 use of resources and financial statements opinions and whether it will be necessary to undertake any extended audit procedures in response.

2021/22 and 2022/23

- ▶ Further to our letter to you on 17 January 2023 regarding the timelines for 2021/22 audits, we agreed to provide an indicative timetable for our audit of this and the 2022/23 audit years.
- ▶ We prepared this indicative timetable and shared it with the GARMS Committee at its meeting on 23 July 2023. It indicated that, with no intervention in the form of a radical solution for addressing the national backlog in local government audit delivery, we would anticipate completing the 2021/22 audit by the end of 2024 and the 2022/23 audit by the summer of 2025.
- ▶ As noted on the previous page, collaborative work is being undertaken at pace between all stakeholders with a view to developing a solution to the backlog but the outcomes of this work are not yet known at the time of drafting this report. We are expecting more clarity on this to be announced before the end of November, but the current proposal is a backstop date of 31 March 2024 for 2020/21 audits.

EXECUTIVE SUMMARY



This report provides the Governance, Audit, Risk Management and Standards Committee with an update on the progress of our audits and plans to clear the backlog of work.

DLUHC wrote to all local authorities and audit firms on 14 March 2023 requesting that auditors provide Audit Committees with a realistic project and delivery plan for delayed audits and the critical dependencies.

Issues nationally that have increased the resources required to complete local authority audits or have caused delays include:

- ▶ Backlog initially created during Covid and lockdown that has not been recovered
- ▶ Enhanced quality requirements following well publicised audit failures
- ▶ Implementation of new auditing standards
- ▶ Infrastructure accounting and inadequate historical records for highways and infrastructure spend
- ▶ Deficiencies in the quality of pre-audit statements and working papers prepared in advance of the audit
- ▶ Increased complexity of group structures, nature of transactions and asset ownership
- ▶ Difficulty recruiting auditors to the sector.

NATIONAL PICTURE

2019/20

Only 45% of all 2019/20 local government bodies received an audit opinion by the extended deadline of 30 November 2020 and 44 (9%) had still not received the audit opinion by 31 December 2022.

2020/21

Only 9% of all 2020/21 local government bodies received an audit opinion by the extended deadline of 30 September 2021 and 35% had still not received the audit opinion by 30 September 2022.

2021/22

Only 12% of all 2021/22 local government bodies received an audit opinion by the extended deadline of 30 November 2022 and 373 remain outstanding.

2022/23

Only 1% of all 2022/23 local government bodies received an audit opinion by the publishing deadline of 30 September 2023, with 456 opinions still outstanding from previous years at the same date. This is the last audit year of the current PSAA framework contract.

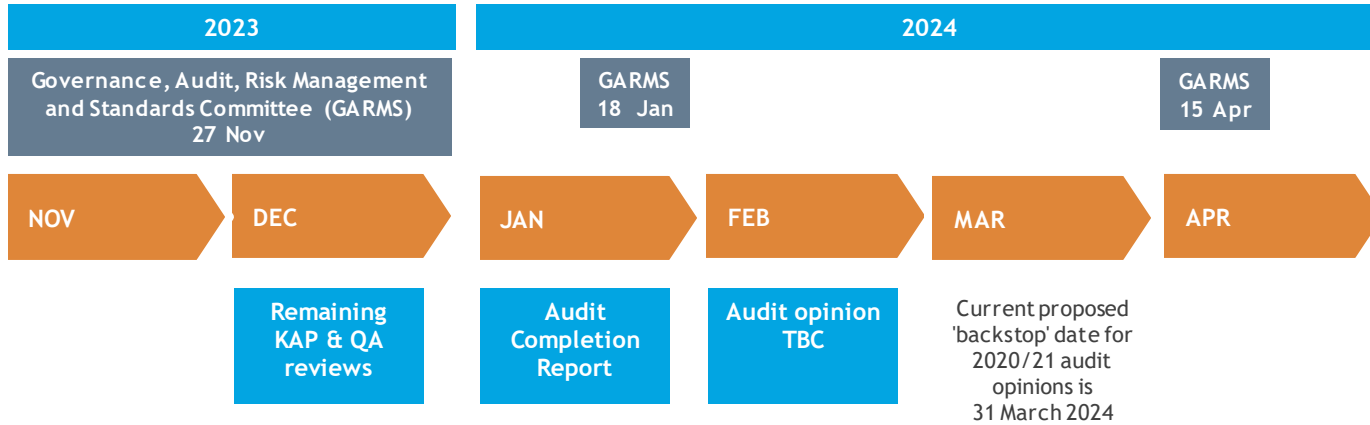
Audit capacity and costs

The latest procurement by PSAA for contracts commencing for year ends 31 March 2024 increased audit fees by 150% and Government has pledged to make an additional £60m of funding available over four years from 2021/22.

Addressing the audit backlog in local government

There is recognition by all stakeholders that action needs to be taken to address the national backlog described above. As reported to the last meeting of the GARMS Committee, Lee Rowley MP is leading the joint work being done by DLUHC, NAO, PSAA, FRC, CIPFA, local authorities and audit suppliers to agree a solution. To date proposals have been made to set a 'backstop' date or series of dates by which audits will need to be opined upon, which may require some form of qualification of the auditor's report where work is not fully completed, but this is not yet confirmed. A period of consultation will be required before any proposals can be adopted in practice.

YEAR ENDED 31 MARCH 2021



WORK COMPLETED

- ▶ Fieldwork audit procedures are complete
- ▶ Financial statements reviewed with proposed amendments provided to management and a revised version of the financial statements has been received

WORK TO COMPLETE

- ▶ KAP and Quality Assurance review of Property, Plant & Equipment and audit team clearance of any review points raised
- ▶ Clearance of Manager and KAP review points on other areas already reviewed
- ▶ Review of final version of the financial statements against audit feedback and results provided
- ▶ Clearance of outstanding technical review points raised on the draft financial statements by BDO's Financial Reporting Technical Standards reviewer
- ▶ Conclude inquiries into matters brought to the attention of the auditor under whistleblowing procedures that have relevance to the 2020/21 audit
- ▶ Reporting of final audit results to the Governance, Audit, Risk Management and Standards Committee

ISSUES TO RESOLVE

- ▶ Classification of Brent Cross asset - management have provided the requested information and BDO need to conclude on the classification
- ▶ Review of work completed on implementation of the infrastructure assets temporary accounting solution - this is in the final stages of query resolution
- ▶ Conclude on implications of matters brought to the auditor's attention under whistleblowing procedures.



FOR MORE INFORMATION:

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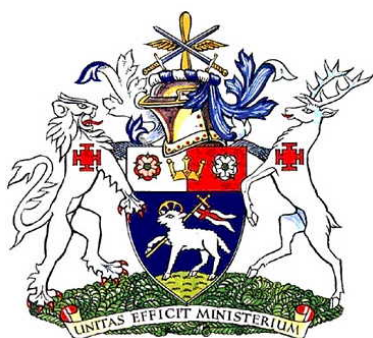
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Governance, Audit, Risk Management and Standards (GARMS) Committee

Title	Quarterly Risks Report (Q2 2023/24)
Date of meeting	27 November 2023
Report of	Chief Executive
Wards	All
Status	Public
Urgent	No
Appendices	Appendix A – Strategic risks Appendix B – High level (15+) strategic and service risks
Officer Contact Details	Alaine Clarke, Head of Programmes, Performance and Risk alaine.clarke@barnet.gov.uk

Summary

This report provides an overview of risks for the latest (completed) quarter, focusing on the council's strategic and high level (15+) service risks. These risks were reviewed in Quarter 2 (Q2) 2023/24 by risk owners/managers and Directorate Senior Leadership Teams before undergoing a "check and challenge" by the corporate risk team and final review by the Council Management Team on 24 October 2023. They are presented here for noting.

Recommendations

That the Committee note the status of the council's strategic and high level (15+) service risks, including the controls/mitigations in place to manage these risks.

1. Reasons for the Recommendations

Background

- 1.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. This outlines the different levels of risk – strategic, service, team and project – and how they should be managed. This report provides an overview of strategic and high level (15+) service risks for the latest (completed) quarter, which was Quarter 2 (Q2) 2023/24.

1.2 The strategic and service risks, which include joint risks with our strategic contractors Capita, The Barnet Group (TBG) and Barnet Education and Learning Service (BELS), are reviewed on a quarterly basis by risk owners/managers and Directorate Senior Leadership Teams before undergoing a “check and challenge” by the corporate risk team and final review by the Council Management Team (CMT). The strategic and high level (15+) service risks are presented to GARMS Committee for noting.¹

1.3 For clarification, the definitions of strategic and service level risks are outlined below:

- **Strategic:** strategic (cross-council) and business critical risks.
- **Service:** operational risks, either “retained” council risks or “joint” risks with our strategic contractors Capita, TBG and BELS.
 - Retained – a risk that could impact the council were it to occur, and where only the council, and not the contracted party, is responsible for implementing the controls and/or mitigations to manage the risk.
 - Joint – a risk that could impact the council were it to occur, and where the contracted party is responsible for implementing some or all of the controls and/or mitigations needed to manage the risk.

Comments/actions from last meeting

1.4 At the last meeting of GARMS on 16 October 2023, the committee asked for clarification on some of our risk management arrangements. To confirm:

- **Risk identification** – risks can be identified throughout the year via the risk champions, who should ensure they are discussed at an appropriate meeting. If the risk is accepted, the risk champion should add it to the relevant risk register and assign a risk owner (the senior officer for that area of work) and then work with them to assess the risk and assign it a score for likelihood and impact.
- **Risk champions** – are appointed by the Executive Directors to drive forward the risk management framework within their directorates. Their role is to advise officers on the application of the risk management framework; maintain their respective risk registers through discussions with risk owners/managers; attend relevant meetings to present updates on their risk register; and ensure risks are reviewed/risk registers are updated ahead of quarterly reporting.
- **Closed risks** – are not counted as ‘open risks’. The committee asked if they could be referenced in future reports. Going forward, any strategic or high level service risks, previously reported, that are ‘closed’ in the quarter will be referenced in the relevant section below.

1.5 The committee also asked for a paper on the Oracle System risk to be brought to GARMS Committee, which has been tabled as a separate item for the November meeting.

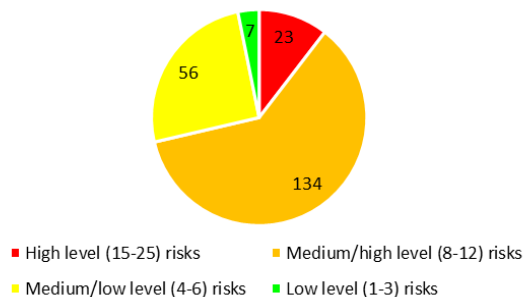
1.6 The Q3 risk review is due to be completed by February 2024 and will be reported to GARMS Committee on 15 April 2024.

¹ The internal process of “check and challenge” and review by the Council Management Team inevitably creates a “time lag” before the risks can be reported to Committee.

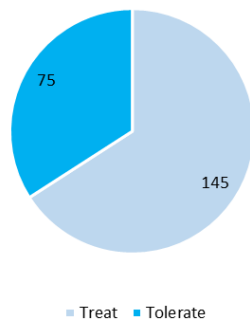
Overview of risks (Q2)

1.7 There were 220 open risks across the Directorate risk registers in Q2 (two more than in Q1; five risks were closed and seven new risks were identified). The open risks comprised of 25 strategic risks (one more than in Q1) and 195 service risks (one more than in Q1). An overview of the open risks can be seen in the following pie charts.

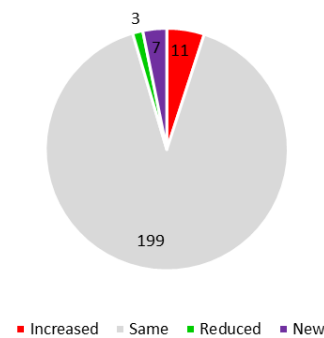
Risks by Residual Score (Q2)



Risks by Response Option (Q2)



Risks by Direction of Travel (Q2)



1.8 The Directorate risk registers vary in size (see table 1), with Customer and Place showing a much larger number of risks. This is due to incorporation of the former Environment risk register (covering services such as Street Scene, Highways and Parking) and joint risks with Capita and TBG. The Children's risk register is also larger as it includes joint risks with BELS.

Table 1: Risks by Directorate

Directorate	No. of strategic risks	No. of service risks	Total no. of open risks
Adults	3	28 (2 new)	31
Assurance	2	19	21
Children's	2	48 (3 new)	50
Customer & Place	5	79 (4 closed; 1 new)	84
Public Health	2	2 (1 closed)	4
Strategy & Resources	11 (1 new)	19	30
Total	25	195	220

1.9 In accordance with the Risk Management Framework, risks were assigned to one of six categories (see table 2) and assessed for likelihood (of occurring within the next five years) and impact (based on criteria relating to the assigned category). The likelihood and impact were each scored from one to five, and the overall risk score was calculated by multiplying the two values.

Table 2: Risk categories

Category	Example
Business continuity	i.e. risk of disruption to service or conduct of council business
Statutory duty	i.e. risk of breach of legal obligations
Finance	i.e. risk of financial loss or non-delivery of a saving
Health and safety	i.e. risk of injury
Information governance	i.e. risk of sensitive or personal data not being adequately controlled
Staffing and culture	i.e. risk to staffing level, morale, competence or training

1.10 Risks were assessed on three levels:

- **Inherent (worst case)** - assessment based on the assumption that controls and/or mitigations currently in place do not exist. This assessment determines the reasonably foreseeable worst case scenario for the risk, which is the most adverse set of plausible circumstances and consequences for the risk described if no controls or mitigations are in place.
- **Residual (current)** - assessment based on how the risk is currently being managed. It considers how well the controls and/or mitigations in place are working.
- **Target (where you can get to)** - determination of the desired likelihood and impact levels for the risk, based on the amount of exposure the organisation is comfortable in accepting for the benefits it derives from taking the risk, and the feasibility and cost of further treatment activities. It is the position that the risk will get to once the additional actions have been completed.

1.11 Risks with a residual score of 15+ were marked as high level (RAG rated Red). This is the level of residual risk the council is prepared to tolerate before action is considered necessary to reduce it (known as the “risk appetite”).

1.12 All risks should be managed towards the target score. These risks were marked as “Treat” under Response Option and had additional actions in place to manage the risks going forward. All high level (15+) risks had Treatment Actions in place. If the target score had been reached, the risks were set to “Tolerate” and were managed with the existing controls/mitigations in place.

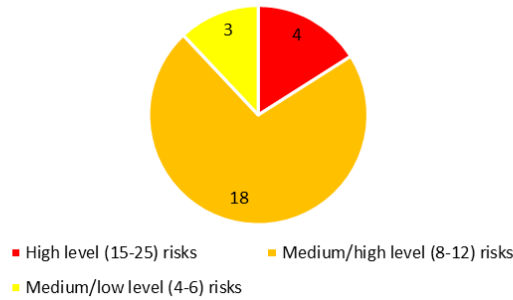
1.13 For clarification, the definitions of a control and mitigation are outlined below:

- Controls are activities and measures that have a specific and significant effect on reducing the likelihood of a risk
- Mitigations are activities and measures that have a specific and significant effect on reducing the impact of a risk, should it occur.

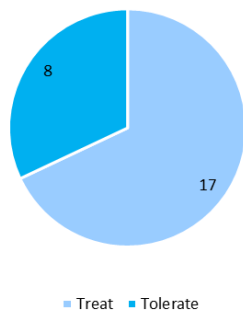
Strategic risks (Q2)

1.14 There were 25 strategic risks in Q2 (one more than Q1), which can be viewed in Appendix A. An overview of the strategic risks can be seen in the following pie charts.

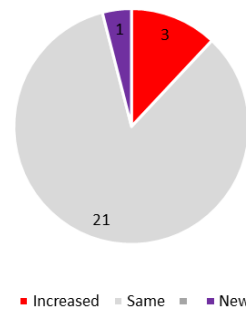
Strategic Risks by Residual Score (Q2)



Strategic Risks by Response Option (Q2)



Strategic Risks by Direction of Travel (Q2)



1.15 Most strategic risks were assigned to the Statutory duty or Finance category.

Table 3: Strategic risks

Category	Total no. of open risks	No. of strategic risks	No. of high level (15+) strategic risks
Business continuity	34	6	1
Statutory duty	83	8	0
Finance	73	7	2
Health and safety	12	1	0
Information governance	6	0	0
Staffing and culture	12	3	1
Total	220	25	4

1.16 No strategic risks were closed in Q2.

1.17 Summary information on the **four high level (15+) strategic risks** (by category) is provided below.

Business continuity

1.18 A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost. The cyber security risk has been identified at both a strategic and service level. The strategic risk (STR013) focuses on how the organisation controls/mitigates and responds to cyber, with a focus on managing the contract/ relationship with Capita; mandatory training for staff; governance, including regular audits; and business continuity should the risk materialise in a major attack. In Q2, a PwC audit was completed on cyber security and supply chain risk, and the recommendations were being implemented. As part of this, a working group has been set up to look at the supply chain risk across the organisation. A phishing exercise will now be run quarterly, and the very small number of 'offenders' will be given additional specific training that will be tracked for completion. CMT will also be provided with the 'offender' list and asked to take proactive management action.

The mandatory staff e-learning training is also being enhanced, and specific training is being provided to CMT and Members. The service risk (CSG003) focuses on the specific IT operational controls/mitigations and response, including technical controls such as firewalls, technical blocks on suspect websites and emails, regular infrastructure scans and the technical response if the risk was to materialise (see para 1.26).

Finance

- 1.19 Affordability of the capital programme (STR028) continued to be challenged by economic conditions. The controls/mitigations included factoring a contingency percentage that assumes a high rate of inflation into the capital budget; updating project cost plans/ reviewing project viability – with schemes of high sensitivity/value being reviewed more frequently; and maximising cost savings opportunities including methods of construction and areas for value engineering. In Q2, there continued to be less projected capital available for delivering the council's ambitions and the risk remained high. Cost reviews were ongoing, as part of the Medium Term Financial Strategy (MTFS) work.
- 1.20 Revenue overspend (STR017) was provisionally reported to GARMS (on 16 October 2023) as a 16 for Q2 but this was revised to a 20 (the impact score was increased from a 4 to a 5, based on the forecast overspend) upon further discussion at CMT on 24 October 2023, when the Q2 risks were reported for final review. The controls/mitigations included monthly budget monitoring for both capital and revenue expenditure; a robust budget setting process validating savings, income generation and forecast pressures; engaging with colleagues across London and nationally, sectoral experts and keeping informed from media and annual scenario planning as part of the MTFS and identification of the key variables, both nationally (such as market fragility for adults and children's placements) and locally (such as delivery of housing numbers to meet modelled increases in Council Tax base). In Q2, the council was forecasting a revenue overspend of £23m for 2023/24 (now reported as £25.8m, as per Chief Finance Officer Report to Overview and Scrutiny Committee on 7 November). Rising demand for services continued to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. Officers have been focusing on the key financial risks via the monthly monitoring process and the introduction of a Financial Sustainability Board. Opportunities for additional income realisation and cost mitigation are also being explored, alongside possible efficiencies identified via the Transformation Strategy.

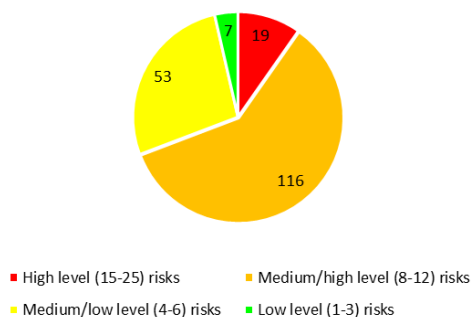
Staffing and culture

- 1.21 Difficulties recruiting/retaining staff in specialist areas (STR023) continued to be mitigated through improved staff engagement; promotion of flexible workstyles; development of employer brand and benefits of working for Barnet; tailored recruitment campaigns; and use of recruitment and retention payments where appropriate. Addressing this risk is a key priority within the "A Great Place to Work" workstream of Our Plan for Barnet, where work is being done to strengthen the council's employer brand, improve the employer value proposition (EVP) and tackle barriers to making staff feel valued at work and proud to work for the council. Continuing from Q1, the labour market appeared to be cooling slightly which should help with recruitment and retention. Work to review Unified Reward and improve the grading structure also continued in Q2.

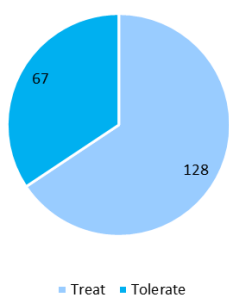
Service risks (Q2)

1.22 There were 195 service risks in Q2 (one more than Q1). An overview of the service risks can be seen in the following pie charts.

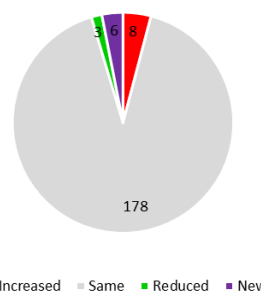
Service Risks by Residual Score (Q2)



Service Risks by Response Option (Q2)



Service Risks by Direction of Travel (Q2)



1.23 Five service risks were closed in Q2, one of which was reported at a high level (15+) in Q1. The HR Core Admin transition risk (C&P082) was closed as the Oracle Programme is now driving commercial decisions. The timeline for the Oracle Programme will determine the timing for the transfer of HR Core Admin rather than the other way round. Fortnightly meetings regarding the transfer of services are being held with Capita.

High level service risks (Q2)

1.24 In addition to the four high level (15+) strategic risks, there were 19 high level (15+) service risks (one more than Q1). All the high level (15+) risks can be found in Appendix B.

Table 4: Service risks

Category	Total no. of open risks	No. of service risks	No. of high level (15+) service risks
Business continuity	34	28	1
Statutory duty	83	75	10
Finance	73	66	7
Health and safety	12	11	0
Information governance	6	6	0
Staffing and culture	12	9	1
Total	220	195	19

1.25 Summary information on the **19 high level (15+) service risks** (by category) is provided below.

Business continuity

1.26 The cyber security service risk (CSG003) focuses on the specific **IT** operational controls/ mitigations and response, including technical controls such as firewalls, technical blocks on suspect websites and emails, regular infrastructure scans and the technical response if the risk was to materialise. In Q2, there was increased activity via worldwide rogue actors in the cyber space. Imperva (website monitoring preventing DDoS attacks) identified an increase in attempted cyber attacks, and these attacks were prevented. Microsoft Office 365 E5 enabled enhanced phishing detection and prevention (ATP), and malicious email was blocked or prevented from entering the network where possible. Microsoft Sentinel was deployed to constantly monitor suspicious activity and logs. Action was taken on those rogue email/phishing attempts that did get through and were subsequently blocked. A suite of PowerBI reports continued to be used to monitor overseas activity from staff, alerting to any suspicious activity to be reported. The service created a Cyber Security Incident runbook, which will enhance the council's cyber security incident response.

Statutory duty / Staffing and culture

- 1.27 In **Adult Social Care**, pressures on the health and social care system and social care market continued to create budget challenges (AD001). In-year financial recovery plans have been produced alongside savings plans for 2024/25, with actions focused on benchmarking analysis of 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.
- 1.28 The new provider for community equipment began (AD017), but the large backlog they inherited across multiple London boroughs has impacted on service capacity and stock. Initial challenges were addressed with the provider and The London Consortium – and there is a plan to work through the backlog for Barnet.
- 1.29 A new risk on triage (contact) times for assessments and reviews (AD027) was identified. The occupational therapy team have implemented a new approach to triage and allocate new referrals which is having a positive impact. The situation is being monitored.
- 1.30 In **Children's Services**, 39% of local authority maintained primary schools, special schools and pupil referral units (PRUs) set deficit budgets in 2023/24 (ES025). The council's Finance team is supporting schools to create three-year recovery plans where needed. The School Improvement team is supporting schools with prioritisation of funding.
- 1.31 The potential strain on Special Educational Needs (SEN) transport (ES033) continued to be monitored. The number of Education, Health and Care Plans (EHCPs) continued to grow and a recent change in statutory guidance has widened the number of children and young people who may be potentially eligible for home school transport. Barnet's SEN Transport policy needs to be updated in light of this, which should also emphasise alternatives such as the benefits of personal transport budgets.
- 1.32 In **Highways**, at Barnet Hill - A1000 (C&P096), additional survey work was conducted on carriageway and voids, moving to the undertaking of trial holes on the carriageway. The interim drainage solution to deflect water from discharging straight down the bank is now in place. For Barnet's roads (C&P097), reactive repairs continued for all intervention level defects whilst the geotechnical survey was undertaken. The survey is due to be reviewed and next steps agreed. Recruitment to vacant posts (C&P089) continued with six new

starters and two internal promotions. However, 20 vacancies still remained. The service is working with HR to ensure jobs are advertised as quickly as possible.

- 1.33 In **Housing**, works on the medium and low-rise fire safety programme continued (TBG002). This included investigation of specific types of timber framed houses following a significant fire involving a terrace of four houses in Finchley in June 2023. Consultation with residents on options for the Large Panel Systems (LPS) schemes continued and a business case is to be presented to Cabinet in November 2023. Good progress continued to be made on the Damp and Mould Action Plan. An update went to the Health and Wellbeing Board on 28 September 2023. In the private rented sector (C&P086), resources continued to be focused on the highest risk cases. Resource gaps due to staff departures/retirements are being filled on an interim basis whilst permanent recruitment is undertaken as part of service re-organisation (now in January 2024).
- 1.34 In **Assurance**, work was completed on the audit actions due for completion in Q2 (ASS018). Only 14% of actions due by 30 September were confirmed as implemented (this follows on from Q1, when only 39% of actions due by 30 June were confirmed as implemented). The target for completion is 90%. The internal audit team are following up with action owners on a monthly basis where actions are due. 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.

Finance

- 1.35 In **Housing**, the homelessness prevention targets were being met but significant demand pressures have placed financial stress on general fund budgets (TBG001). To combat this, Medium Term Financial Strategy (MTFS) mitigations were developed during Q2 and will be further refined in Q3. By the end of September 2023, 255 units had been acquired through the Open Door Homes (ODH) acquisitions programme.
- 1.36 Whilst the Medium Term Financial Strategy (MTFS) solutions for 2023/24 (TBG007) were on track in terms of delivery, the cost pressures arising from homelessness have escalated significantly (see para 1.35). The service is reviewing the future MTFS commitments and existing pressures with a view to a revised MTFS programme as part of the budget setting process.
- 1.37 High build cost inflation and interest rate increases continued to place pressure on contractors delivering new build schemes on fixed cost design and build contracts (TBG006), increasing the risk of contractors failing or additional cost claims; as a result, the frequency of contractor financial checks was increased to annual and the first round of annual checks was completed in Q2. This identified concerns with one specific contractor and a mitigation plan was enacted that enabled the project to be completed.
- 1.38 At **Brent Cross**, agreement was reached with the station contractor on a settlement agreement that brings more cost certainty to the station final outturn (C&P002). Once the station is completed and in use, the focus will shift to close out of commercial disputes with Network Rail. This will provide clarity on the final outturn of the station related works. Discussions are ongoing relating to an alternative site for the Waste Transfer Station which will impact how the budget is allocated. An update to the funding strategy, approved by Policy and Resources Committee in September 2022, is underway. This will highlight any shortfalls across the programme and inform an updated approach if required. The team are looking at reallocation of internal budgets as appropriate. A bid is being compiled for the

Civic Partnership Programme, which is hoped to contribute towards active travel improvements in the area.

- 1.39 In **Parking**, budget implications continued to be monitored; whilst new base income forecasting tools are being developed by Finance (C&P038). A revised Controlled Parking Zones (CPZ) programme is awaiting Capital Strategy Board (CSB) funding approval. Increased uncertainty may derive from the government's 'Plan for Drivers' published on 2 October 2023, which will be monitored.
- 1.40 In **Strategy**, the high number of asylum seekers in hotels (RCS018) being served a decision and asked to leave hotel accommodation within a relatively short timeframe (as short as five days in some instances) has placed additional pressure on Barnet Homes leading to concerns about asylum seekers becoming homeless (in particular, young men who would not be considered a priority). Additional meetings with Barnet Homes and other stakeholders (including New Citizens' Gateway and Persian Advice Bureau) have been put in place to monitor the flow of asylum seekers into the borough.
- 1.41 In **Greenspaces**, some at risk trees (AD025) were not pollarded during winter and continued into spring and summer due to contractor resourcing. Contractor meetings have been held and a legal review is in place with options being considered to resolve issues and improve future delivery. Contact has been made with Insurance over potential claims received, and the approach for the future.

2 Alternative Options Considered and Not Recommended

- 2.1 None

3 Post Decision Implementation

- 3.1 None

4 Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 The overarching aims of the Risk Management Framework are to improve the organisation's ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.
- 4.2 The Risk Management Framework supports the organisation's strategic objectives in Our Plan for Barnet 2023-26 to Care for People, Our Places and the Planet and to be an Engaged and Effective council.

Corporate Performance / Outcome Measures

- 4.3 Relevant high level (15+) risks were reported to Overview and Scrutiny Committee and Cabinet as part of the Quarter 2 (Q2) 2023/24 report on the Delivery and Outcomes Framework for Our Plan for Barnet. The Delivery and Outcomes Framework is the means through which we provide assurance that the council's strategic objectives are being delivered as planned and highlight any potential areas of concern.

Sustainability

- 4.4 There are no direct impacts on sustainability from noting the recommendations.

Corporate Parenting

- 4.5 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no direct implications for Corporate Parenting in relation to this report.

Risk Management

- 4.6 The council has an established approach to risk management, which is set out in the Risk Management Framework. All strategic and service risks (including joint risks with our strategic contractors Capita, TBG and BELS) are reviewed on a quarterly basis (as a minimum) to ensure they remain relevant and the controls/mitigations in place to manage the risks remain effective. The strategic risks, along with any high level (15+) service risks, are reported to this Committee.

Insight

- 4.7 Horizon scanning is undertaken periodically and as part of quarterly risk reviews to ensure the risks remain relevant and are framed in the current context.
- 4.8 An internal audit is carried out annually to check compliance with the Risk Management Framework, with the last audit (reported in December 2022) concluding that: "Overall, it is clear that the service areas we reviewed are operating in compliance with the Risk Management Framework. This indicates that there is a strong risk management culture in place at Barnet Council in which risk owners and champions understand and fulfil their responsibilities relating to risk management".

Social Value

- 4.9 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5 Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 This report includes strategic risks and high level (15+) service risks assigned to the "Finance" and "Staffing and culture" categories.

5.2 Finance - Strategic risks

- STR009 Unmet customer expectations (12)
- STR017 Revenue overspend (20, increased from 12)
- STR018 Funding uncertainty due to reduction in local taxation income (12)
- STR019 Internal controls (6)
- STR020 New burdens (9)
- STR021 Increase in the North London Waste Authority (NLWA) levy (6)
- STR028 Affordability of Capital Programme (20)

5.3 Finance - High level (15+) service risks

- TBG001 Increased demand for temporary accommodation (16)
- TBG006 New build and development (16)
- TBG007 Medium Term Financial Strategy (MTFS) savings projects underachievement (16, increased from 12)
- C&P002 Affordability of BXC (15)
- C&P038 Variations to budget for parking (16)

<p>5.4</p> <p>5.5</p>	<ul style="list-style-type: none"> • RCS018 Resettlement schemes (16, increased from 12) • AD025 Non completion of cyclical tree programme - building subsidence (15, increased from 9) <p><u>Staffing and culture – Strategic risks</u></p> <ul style="list-style-type: none"> • STR016 Staff wellbeing and mental health (9) • STR023 Recruitment and retention (16) • STR026 Embedding the new administration's priorities (9, increased from 3) <p><u>Staffing and culture – High level (15+) service risks</u></p> <ul style="list-style-type: none"> • RE006 People attrition (15)
<p>6 Legal Implications and Constitution References</p>	
<p>6.1</p>	<p>Part 2B & Part 2C of the Constitution outline the “Terms of reference and delegation of duties to Committees and Joint arrangements”, including for the Governance, Audit, Risk Management and Standards (GARMS) Committee which specify the following powers and duties relating to risk management: To monitor the effective development and operation of risk management in the council.</p>
<p>7 Consultation</p>	
<p>7.1</p>	<p>None</p>
<p>8 Equalities and Diversity</p>	
<p>8.1</p> <p>a)</p> <p>b)</p> <p>c)</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p>The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been given to:</p> <ul style="list-style-type: none"> a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.</p> <p>In order to assist in meeting the Public Sector Equality Duty the council will:</p> <ul style="list-style-type: none"> • Try to understand the diversity of our customers to improve our services. • Consider the impact of our decisions on different groups. <p>This is set out in the council’s Equalities Policy, which can be found on the website at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity</p>
<p>9 Background Papers</p>	
<p>9.1</p>	<p>None</p>

New Risk ID	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
STR001	Adults	Adults safeguarding	Council services and partners not effectively managing their relevant safeguarding risks could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. Barnet council and partners have signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 19/20. These were updated in 20/21, and represent best practice. 2. The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice. 3. A quality assurance framework is in place which includes independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. 4. A quality board meets monthly to review the findings from mechanisms in the quality assurance framework and track any improvement against actions agreed. 5. Performance monitoring of safeguarding, happens monthly and quarterly by the adult social care management team and the performance sub-group of Barnet's safeguarding adults board. 6. Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. 7. The adult MASH has been in place since June 2019 to more effectively bring partners together in safeguarding work. 8. Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM). 	12	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The new safeguarding workflow in Mosaic has been embedded and this has improved the recording of safeguarding work. Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures.
STR002	Adults	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges, quality concerns, closure or staff leaving the sector could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. 2. 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 streamlined and better focus on quality. 3. Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance. 4. 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) 5. Specific support offer has been in place to support providers with Covid-19; support continues to be made available to care providers. 6. Regular reviews of provider business continuity plans. 7. Recruitment campaign to support sector with recruitment challenges. 	9	Treat	<ol style="list-style-type: none"> 1. Intensive management of provider concerns to lift suspensions when safe to do so. 2. Regular reviews of market availability and assessment of DTOC. 3. Work alongside the NCL programme on a range of measures to address market gaps. 4. Continuing to incorporate sustainability 'health checks' into regular QA discussions with providers. 	Same	Market capacity remains pressured but no serious concerns. The pending closure of a supported living service referenced in Q1 is no longer happening.
STR003	Adults	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 a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. Joint planning and co-ordination 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 Integrated Care System. 2. At the borough level, there is close working through the borough partnership, the joint commissioning unit, the health and wellbeing executive group and the urgent and emergency care board which actively manage plans to control demand pressures in the system. 3. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. 4. Active monitoring of referral and activity data and discussing any concerns with health partners. 5. Working as an integral part of the integrated discharge team and closely monitoring discharge data. 	12	Treat	<ol style="list-style-type: none"> 1. Joint work across NHS and councils in NCL to improve hospital discharge processes and ensure financial sustainability. 2. Strategic engagement in development of NCL Integrated Care System. 3. Through the borough-focused Integrated Care Partnership work with health partners to help shape how the health and care system develops and improves locally. 4. Shared priority setting and joint work through Joint Commissioning workplan and objectives. 	Same	Further progress has been made on the various development projects underway. This includes detailed design of how integrated hospital discharge teams should be working; creation of standard operating procedures for Mental Health rehabilitation; and priority setting for a joint approach to neighbourhood working.
STR005	Assurance	Safety from anti-social behaviour and crime (including violence and abuse)	Anti-social behaviour and crime (including hate crime) could lead to unsafe environments and perceptions of safety resulting in harm to individuals, community tension and increased demand for services.	Executive Director - Assurance	Statutory Duty	<ol style="list-style-type: none"> 1. Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan. 2. Working in partnership with the police, including to monitor tensions and local issues and response. 3. Environmental enforcement (e.g. litter and flyposting), including with Regulatory Services and Barnet Homes (e.g. noise and pests) and joint action across Estates 4. Effective use of CCTV across the borough. 5. Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community. 6. Delivering initiatives to encourage and celebrate cohesion. 	8	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The risk has reached its target score and is being tolerated with the existing controls and mitigations in place with the Barnet Safer Community Partnership Board and close partnership working with the police and other teams/agencies. The risk is also mitigated through the Community Safety MARAC, Task and Finish Group processes and Location Problem Solving Groups.
STR004	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"> 1. Current Business Continuity (BC) arrangements including strategy, exercises, training and resources. 2. Corporate BC Strategy and Plan in place. Maintenance of BC leads network. 3. Identification of Priority1 staff. 4. Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance. 5. Professional advice and support provided by Head of SHaW (statutory H&S officer) and H&S BP's. 	12	Treat	<ol style="list-style-type: none"> 1. Agree final audit report with PwC. 2. Agree action plan off the back of final audit. 3. Complete action plan 	Increased	This risk has increased due to the draft business continuity audit received and to be discussed with PwC. Actions to address the audit report and reduce the risk back down to a tolerable level are to be agreed. The service is awaiting the full report from Audit before implementing an action plan.
STR006	Children's	Strengthening Children's safeguarding	Insufficient safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person and the council failing to meet its statutory duties.	Executive Director - Children's Services	Statutory Duty	<ol style="list-style-type: none"> 1. Delivery of robust delivery plan to take recommendations forward. 2. 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. 3. Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. 4. 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). 5. Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels. 6. Annual scrutiny report by red Quadrant. 7. Annual LSCP report and business plan. 	12	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The Healthy Child Programme (HCP) provider has been re-inspected by the Care Quality Commission (CQC) and the report is awaited.
STR007	Children's	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents 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	<ol style="list-style-type: none"> 1. 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. 2. 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. 3. A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. 4. Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018. 	9	Treat	<ol style="list-style-type: none"> 1. Implement Corporate Parenting Strategy. 2. Monitor Implementation of Delivery plan. 3. Corporate Parenting Officer's Group Action Plan to include health assessments. 4. Training for all Members on Corporate Parenting undertaken. 5. Embedded training for members of the council. 6. Deliver the new corporate parenting pledge. 7. Ongoing auditing of practice. 	Same	The Corporate Parenting strategy is being updated and is due to go to the Corporate Parenting Advisory Panel in January 2024.
STR013	Customer & Place	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<ol 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. Regular audits undertaken. 6. PCI (payment card industry) accreditation. 7. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 8. BC leads have provided plans in case of a cyber security event. 9. Remote working audit completed and recommendations implemented on working abroad policy and external websites. 10. Simulated phish went to all staff, and recommendations implemented. 11. PwC audit completed on supply chain. 12. Implemented website health recommendations. 13. Microsoft 365 health check completed and recommendations implemented including updating password rules. 	15	Treat	<ol style="list-style-type: none"> 1. Spend money on enhanced 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. 	Same	A PwC audit was completed on cyber security and supply chain risk. A number of recommendations were made, which are being implemented and tracked. A phishing exercise will be run quarterly. The mandatory POD training is being enhanced, and specific training for the Council Management Team (CMT) and councillors is being introduced. A working group has been set up to look at the supply chain risks across the organisation.

New Risk ID	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
STR008	Customer & Place	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Deputy Chief Executive	Statutory Duty	Continue to implement the schemes highlighted in the Sustainability Strategy Framework, under the five themes of delivery: 1. Built Environment & Energy; 2. Transport; 3. Council Operations; 4. Employment and Skills; 5. Waste and Natural Environment.	12	Treat	1. Deliver initiatives through the Reduction and Recycling Plan. 2. Continue to implement the proposals included in the Sustainability Strategy Framework. 3. Continued rollout of electric vehicle charging points. 4. Refresh the Air Quality Action Plan, including developing longer term air quality strategy around schools and other hotspots.	Same	A working group is being established to identify existing adaptation measures, including Flood Resilience Plans, and analysis is being undertaken on the cost of inaction. Delivery of the Citizens' Assembly recommendations is launching in October 2023, which includes a focus on reduction in carbon emissions and enhancing biodiversity.
STR009	Customer & Place	Unmet resident expectations	Lack of joined up systems and processes across the council and strategic partners, skilled staff or training could lead to resident expectations not being met resulting in a poor resident experience or quality of service.	Deputy Chief Executive	Finance	1. Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery. 2. Resident Experience programme delivering a range of online improvements which should limit the need for residents to contact the council. 3. Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. 4. Monthly web performance group meetings are held. 5. Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs. 6. Resident Experience Programme (REP) in place to mitigate this risk. 7. Rolled out Amazon Web Service platform to help manage customer services calls.	12	Treat	1. Continue with the Residents Experience Programme (REP). 2. Implement REP business case. 3. Redesign of front door for vulnerable and complex needs residents. 4. Complete soft market testing.	Same	Agreement has been received through the Transformation Programme to implement an 'integrated front door', which includes reviewing our people, processes and systems. Soft market testing is to be finished by end September 2023 before decisions are made on what solutions to implement in Q3 2023/24.
STR014	Customer & Place	Building safety	Lack of a robust process to quality assure building contractors could lead to a breach of statutory compliance, health and safety issues resulting in reputational damage to the council, risk of harm or death, delays to delivery of outcomes and financial implications.	Deputy Chief Executive	Health & Safety	1. Health and Safety/quality prioritised as part of scoring during procurement/tender processes. Includes additional background checks, previous performance, exchange of risk information and consideration of proposals to manage risk where necessary. 2. Health and Safety/quality forms a key element of the council's project delivery gateway process, from initiation all the way through to delivery and handover. 3. Additional assurance as and when necessary, through independent assurance i.e., technical team. 4. During construction process on larger schemes the technical team will include a New Engineering Contract (NEC) Supervisor to ensure Health and Safety is being managed appropriately on site and reported correctly. 5. On smaller schemes Construction Design Management and method statements are requested prior to the start of works. 6. Developed CDM checklist to be used as part of the project management tools for ensuring awareness and key areas for coners are thought through.	8	Treat	1. Construction Design Management awareness and LBB project H&S Requirements module to be incorporated into the POD for development project managers. 2. Rollout the CDM assessment checklist to all project managers and continue to increase awareness of the main issues.	Same	Health & Safety leads have developed a checklist to assist project managers to enable assessment of the project and expose any weakness in the quality assessment.
STR028	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	1. Capital budget to factor in contingency percentage assuming high rate of inflation. 2. Projects to review and update cost plan in liaison with FBP to reassure viability. 3. Identify and maximise cost savings opportunities including methods of construction, areas for value engineering, etc. 4. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency.	20	Treat	1. Where shortages are reported, check in with contractors to establish if there is any impact. 2. Exploit all available opportunities for additional funding across the capital programme, including the teams that already have funding resources identified. 3. To report to and update (at least quarterly) Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. 4. Identify ranked list of priority projects so that opportunity to address economic issues are understood.	Same	The likelihood and potential impact of this risk remains high. Cost reviews as part of the wider Medium Term Financial Strategy (MTFS) reviews are ongoing. The current position is for the short to medium term. There is less projected Capital available to deliver the council's ambitions. In addition, costs and labour shortages remain issues.
STR015	Public Health	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting disruption to service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	1. All service areas have a robust response system in place and regularly updated. 2. Performing pandemic preparedness exercise across the council and its partners. 3. Providing Public Health leadership and professional advice for the council's pandemic response.	10	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The World Health Organisation has ended the emergency status of Covid-19; however, the council continues to prepare for future pandemics. This is done through routine Health Protection work, working with UK Health Security Agency and others to monitor evolving situations and make preparations; and through actions and information for employees provided by the SHaW team (e.g. advice on not coming in when ill; flu vaccinations for staff). The risk continues to remain with Covid-19 cases going up again due to a new variant; the SHaW team continues to support services with advise/guidance on risk mitigation approach and closely monitoring the situation.
STR016	Public Health	Staff wellbeing and mental health	Changes to staff working arrangements (such as hybrid working) and the psychological effects of the Covid-19 pandemic could lead to a staff disconnect with the organisation and a breakdown of relationships between managers and staff resulting in poor job satisfaction, presenteeism, sickness absence (mental health illness) and staff turnover.	Chief Executive	Staffing & Culture	<u>Prevention</u> 1. Regular information and guidance to staff on working practices such as regular breaks, regular contact and communication, physical exercise, via internal comms and through wellbeing hub. 2. Employee Assistance Programme (EAP) provides advice and guidance on healthy lifestyles including mental health. 3. Wellbeing and mental health training for staff and managers via Organisational Development team. <u>Intervention.</u> 4. EAP provides confidential support and counselling for staff. 5. Able Futures is a government scheme providing support on mental health. 6. Mental Health First Aiders provide support to staff and signposting to support. 7. Development of new Workplace Health, Safety and Wellbeing Strategy and action plans.	9	Treat	1. Ongoing regular review of People policies and processes. 2. Organisational development plan, together with a training and development strategy, to enable managers and employees to work within the new cultural framework of the organisation. 3. Regular engagement with employees through surveys and focus groups. 4. Continuous review of current support offer and resources including mental health services and EAP provision. This includes additional and timely support to managers and staff to enable quicker interventions to resolve issues before they develop.	Same	The appointed Wellbeing Officer is in discussions with relevant stakeholders on implementation of the Wellbeing strategy. The SHaW team continues to review the data (sickness level, type of Employee Assistance Programme (EAP) such as counselling service used, feedback from stress survey) from the Employee Assistance Programme and Occupational Health (OH) provider to track the impact of, and update, the workplace wellbeing programme.
STR017	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	1. Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income. 2. Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures. 3. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle. 4. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media. 5. 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	1. Ensure robustness of savings proposals and readiness of the services to be able to deliver them. 2. Lobbying Government. 3. Increase use of insight and modelling and analytics to support budget setting and monitoring against plans.	Increased	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. The risk rating has been increased this quarter as the council is forecasting a revenue overspend of £23m for 2023/24. Rising demand for services continues to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. Officers are focusing on the key financial risks via the monthly monitoring process and the introduction of a Financial Sustainability Board. Opportunities for additional income realisation and cost mitigation are also being explored, alongside possible efficiencies identified via the Transformation Strategy.
STR026	Strategy & Resources	Embedding the new administration's priorities	Changing priorities due to the new administration could lead to the council being unprepared or slow to deliver intended objectives resulting in poorer outcomes for residents.	Chief Executive	Staffing & Culture	1. Our Plan was agreed in March 2023 alongside a Transformation Programme and regular Transformation Steering Group meetings. 2. A Cabinet structure has been set up which allows for more cross-cutting work, oversight and in turn reduces administrative burden. 3. CMT/Cabinet are now working together with weekly meetings.	9	Treat	1. Weekly CMT/Cabinet meetings. 2. Weekly catch-ups with political adviser on forward plan. 3. Co-producing and early direction setting by Cabinet. 4. Developing a Cabinet/officer directory to help efficacy of work. 5. Socialising the 'shift' through more communications.	Increased	The Local Government Association (LGA) Peer Challenge recommendations highlighted some concerns around the new administration and Council Management Team (CMT) working together, similar to this risk. An action plan has been created to address these concerns, which should help to reduce this risk.

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STR020	Strategy & Resources	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforecasted budget pressures, resulting in the need to increase or divert resource, reduction in service quality, ability to deliver key services effectively and / or having to use reserves.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Engaging with colleagues across London and nationally to form lobbying positions. Engaging with sectoral experts and keeping informed from media. Monthly monitoring of budgets and scrutiny of any overspend / increase in demand. Providing evidence of unintended consequences of policy and statute to Central Government to support lobbying positions around new burdens. 	9	Treat	<ol style="list-style-type: none"> Lobbying and pressing government for clarity on the outlook to allow sufficient time to plan how we manage the impact. Responding to all consultations both individually and collectively through London Councils / Society of London Treasurers. Inception of a financial sustainability board which includes executive directors and service managers reviewing current financial pressures. Meet monthly to discuss mitigations and future direction. 	Same	London Councils have published their survey findings on financial pressures, noting that most councils are facing this risk and issues across the sector. The council has established a Financial Sustainability board to help address these issues and future implications through Medium Term Financial Strategy (MTFS) planning.
STR018	Strategy & Resources	Funding uncertainty due to reduction in local taxation income	Residents experiencing financial hardship could lead to financial pressures due to a large proportion of council funding coming from council tax and business rates income resulting in a reduction in service quality, non-delivery of the MTFS and use of reserves.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures. Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures. Undertake forward planning, regularly updating budget assumptions and monitoring the government's fiscal announcements. However, also maintain flexibility within existing plans to stem expenditure in non-frontline services whilst long term plans are being put into place; maintain good contacts with the government to remain as informed as possible. Investment being made with local businesses and working with the community to raise awareness of and increase support available. 	12	Treat	<ol style="list-style-type: none"> Impacts on Council Tax and Business Rates being closely monitored with Capita colleagues. Forecast impacts included in reporting to CMT and Cabinet. Impacts on bad debt being closely monitored and reported. Setting of a financial strategy which incorporates the intelligence from the above actions and sets an MTFS which lives within the organisation's anticipated income levels. Resident Support Fund in place alongside extended Household Support Fund to support through financial vulnerability during Cost of Living Crisis. The impact of this will be monitored throughout the financial year. 	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. A forecast of Council Tax and Business Rates income will be prepared at Month 4 2023/24 which will feed into the Medium Term Financial Strategy (MTFS) process for 2024/25 onwards.
STR021	Strategy & Resources	Increase in the North London Waste Authority (NLWA) levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/treatment levy of potentially up to £9 million 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 - Resources	Finance	<ol style="list-style-type: none"> Active engagement through officers and NLWA Members. Development of long-term financial strategy. Ongoing analysis of waste data flows. 	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	Work is progressing at the Eco Park Site. Members and Officers are provided with regular updates on the progress of the project. As the project nears completion, there is more cost certainty and therefore the impact on the levy. However, North London Waste Authority (NLWA) is now reviewing repairs and maintenance budget factored in and that may have an adverse impact but discussions are ongoing and there is enough lead in time to be able to influence the authority and factor into future budgets.
STR019	Strategy & Resources	Internal controls	Ineffective financial management and control could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> A review of financial forecasts, and challenges where necessary, occurs on a monthly basis by Finance Business Partners. Regular, in depth reporting is considered by Council Management Team, Cabinet and Governance, Audit, Risk Management and Standards Committee (GARMS) . Mitigating actions to contain overspends are identified, implemented and tracked for delivery. Achievement of savings tracked and alternative actions identified where not achievable alongside review of reasons for non-achievement and whether it is a delay or non-delivery. Budget holder training is available through the LMS as an additional offer beyond that found on the intranet. Finance Business Partners constantly upskill budget holders to deliver sound Financial Management and understand that their budgets reflect their plans in £ format. An annual, at minimum, review against the CIPFA Financial Management Code and CIPFA Financial Resilience Index is undertaken and reported to GARMS in line with the Annual Governance Statement. Additional internal controls have been implemented and audit reports found increased assurance and improvements in Finance from 2019 to date. A contingency budget is held centrally for any unmanageable, unforeseen pressures. 	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place. However, keeping a watching brief by: 1. Reviewing impact of savings not achieved (currently we are delivering above 85%); 2. Reviewing budget forecast on a monthly basis and review effectiveness of engagement with services.	Same	The new Financial Sustainability Board has a forward plan, where financial risks will be analysed and mitigation routes assessed.
STR030	Strategy & Resources	Oracle implementation	Poor implementation or failure to implement the new system on time could lead to a lack of available financial and HR system resulting in inability to carry out financial transactions and disruption to the organisation.	Executive Director - Resources	Business Continuity	<ol style="list-style-type: none"> Current contract with Integra and Core HR in place until September 2024 and option available to extend beyond this if required. Robust governance structure in place - monthly Programme Steering Board with Oracle and system implementor in attendance and weekly meeting with SRO. Phased go live and Payroll not in scope for 1 April 2024. Vast experience of previous successful implementations across the programme team including lessons learnt. 	12	Treat	1. Weekly review and scrutiny from Exec Sponsor and SRO to ensure programme is on track	New	This is a new risk, identified as part of the Oracle programme monitoring. A separate project risk register is in place but this risk sits at strategic level as it relates to the disruption to the organisation as a whole should the system not be implemented properly and/or on time.
STR011	Strategy & Resources	Reduction in capacity of VCS	Funding and sustainability challenges facing the Voluntary and Community Sector (VCS) could lead to a reduction in capacity and growth of preventative services, resulting in difficulties accessing services and demand for more complex support, especially for residents in hardship.	Executive Director - Resources	Business Continuity	<ol style="list-style-type: none"> Ongoing funding identified for an enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations. A new Memorandum of Understanding has been developed and deliverables for 2023/24 are to be agreed for the Barnet Together Alliance. Quarterly meetings have been established with Cabinet lead to monitor progress of Barnet Together delivery. 	8	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The first meeting with Cabinet lead took place on 20 September and progress will be continually monitored. A Memorandum of Understanding (MOU) has been drafted and agreed in July 2023. An update report on the Community Participation Strategy is going to Cabinet in November, which will report on Voluntary and Community Sector and Barnet Together outcomes.
STR024	Strategy & Resources	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Business Continuity	<ol style="list-style-type: none"> Learning and development opportunities, including opportunities via Apprenticeship Levy. Workforce/succession planning. Work with Directorates on contingency plans and workforce/succession planning. 	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	Same	The HR Business Partner team has further expanded over recent weeks and should be able to add more value in supporting management with strategic work in these areas. The permanent Head of Organisational Development vacancy will be advertised in September.
STR023	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	Addressing this risk is a key priority within the "A Great Place to Work" workstream, where work is being done to strengthen the council's employer brand, improve the employer value proposition (EVP) and tackle barriers to making staff feel valued at work and proud to work for the council. Continuing from Q1, the labour market appears to be cooling slightly and that should help with recruitment and retention. Work to review Unified Reward and improve the grading structure is also continuing and is expected to progress faster from September.

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STRO29	Strategy & Resources	Industrial action disruption	A failure of collective bargaining negotiations at national level could lead to trade unions balloting their members for industrial action resulting in service disruption locally.	Chief Executive	Business Continuity	1. Business continuity arrangements - service areas across the council have updated plans for disaster recovery etc. 2. Industrial relations legislation imposes requirements on trade unions to give employers notice of intended industrial action, allowing for some time to plan.	8	Treat	1. Communications and engagement on multiple levels to ensure stakeholders understand the process and make appropriate plans e.g. HR with LGA and London Councils, HR with management, management and HR with trade unions.	Same	Unison have effectively stated that they will not be attempting to undertake any industrial action until at least the end of this financial year. As a result, the risk of strikes by other unions affecting the council before March 2024 is no longer significant. The situation will continue to be monitored due to political and economic volatility across the UK.

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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. 	New	This is a new risk for Q2. The occupational therapy team have implemented a new approach to triage and allocation of new referrals which is having a positive impact. The service is monitoring numbers of triaged residents and developing new approaches to decrease time between triage and allocation.
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 secure 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	The new equipment provider is now in place. This provider supplies equipment across London and has inherited large backlogs across multiple boroughs which has impacted on service capacity and stock. There have been some initial challenges which are being addressed with the provider and The London Consortium. There is a plan to work through the backlog, as it stands, for Barnet and they are aware of the issues with regards to stock. There continue to be delays with discharges; however these have not worsened since the last provider was in place.
AD001	Retained	Adults	Increased overspend to meet 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. 	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 modelling for 2023/24. In-year financial recovery plans are being produced alongside savings plans for 2024/25. 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. Additionally, an LGA/ADASS independent finance review is planned for September.
AD025	Retained	Adults	Non completion of cyclical tree programme - building subsidence	Inability of the Trees and Woodlands Service to deliver agreed cyclical programme due to lack of personnel and resources, either within the council or external, could lead to an increase in subsidence claims and litigation resulting in additional costs to the council and reputational damage.	Assistant Director - Greenspaces & Leisure	Finance	<ol style="list-style-type: none"> All trees inspected every three years by council tree officers, which is part of the cyclical programme. Any issues identified will be actioned including proactive works. All council tree officer posts filled. High risks trees are identified based on claims history, soil types and tree sizes, and appropriate works regimes are put in place. New five year tree contract in place from 1 April 2023. Monthly KPI meeting with tree contractor and three monthly senior meeting, both of which discuss staffing and delivery of work. 	15	Treat	<ol style="list-style-type: none"> Review of historical subsidence claims overview to identify additional works to be carried out by tree contractor, and discuss with contractor required resources. Seeking legal remedies for the contract. 	Increased	Some risk trees were not pollarded during winter and continued into spring and summer due to contractor resourcing. Contractor meetings held. Legal review in place with options being considered to resolve issues and improve future delivery. Contact made with Insurance over potential claims received, and discussing approach for the future.
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 in advance of quarterly reporting to GARMS Committee. Officers are asked for updates against their actions at monthly 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	<ol style="list-style-type: none"> Increased engagement with Capita Operations Director to ensure that relevant CSG actions are implemented prior to transfer of the associated services back to LBB on 1 October 2023 (for CSG Estates) and at planned dates in future for other CSG services. 	Same	Work has been completed on the audit actions due for completion in Q2. Only 14% of actions due by 30 September were confirmed as implemented. In Q1, only 39% of actions due by 30 June were confirmed as implemented. The target of 90% was also not achieved in any of the quarters in 2022/23. 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	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. 	Same	39% of local authority maintained primary schools, special schools and pupil referral units (PRUs) set deficit budgets in 2023/24. Lack of resources impacting on quality of education. The council Finance Team is supporting schools to create 3-Year Recovery Plans where needed. The School Improvement Team is supporting schools with prioritisation of funding.
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 number of Education, Health and Care Plans (EHCPs) continues to grow and a recent change in statutory guidance has widened the number of Children and Young People (CYP) who may be potentially eligible for home school transport. Barnet's Special Educational Needs (SEN) Transport policy needs to be updated in light of this which should also emphasise alternatives such as the benefits of personal transport budgets.

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C&P096	Retained	Customer & Place	Barnet Hill - A1000	Instability and/or failure of the Transport for London (TfL) owned bank above High Barnet Underground Station could lead to closure of the A1000 and High Barnet Underground Station resulting in significant disruption to the highways network.	Director - Highways and Transportation	Statutory Duty	<ol style="list-style-type: none"> Detailed assessment by Geotechnical consultants. Regular monitoring of inclinometers by Geotechnical company. Review of vehicle types and flows to determine appropriate vehicle management resulting in blocking abnormal loads. Interim design solutions to reduce water flow from the A1000 onto the bank. Development of longer term solutions to maintain the stability of the bank. 	15	Treat	<ol style="list-style-type: none"> Monitoring and reporting of changes in bank through geotechnical assessment Development and implementation of short term measures including carriageway edge protection, displacement of water from discharging down the bank and vehicle load management Longer term solution to maintain the stability of the bank with TfL Restriction on abnormal loads above 44 tonnes. 	Same	Additional survey work has been conducted on carriageway and voids, moving to the undertaking of trial holes on the carriageway. An interim solution that addresses localised drainage solutions to deflect water from discharging straight down the bank is in place, whilst more detailed longer-term solutions are developed.
C&P097	Retained	Customer & Place	LB Barnet road condition	Surface and Subbase failure could lead to movement of the carriageway, cracking and drainage system failure, resulting in disruption to the highways network in the location affected and financial loss due to an increase in insurance claims.	Director - Highways and Transportation	Statutory Duty	<ol style="list-style-type: none"> Detailed geotechnical survey received update report going to strategic commissioning board. Targeted patching and selective resurfacing being done while long term solution is developed. 	16	Treat	<ol style="list-style-type: none"> Undertaking of further research and detailed costed design. Identification of funding and delivery of long term treatment solution. 	Same	The service is working closely with a Geotechnical consultant. The results of the survey will be presented to the Director of Highways & Transportation and will include Officer recommendations for review and agreement of next steps dependant on the findings. Officers will continue to undertake reactive repairs for all intervention level defects whilst these investigations are ongoing. Each site will be assessed individually for the best value for money solution.
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. Continuous recruitment underway and levelling up exercise to be completed for transferred staff. Final stages of introducing online licensing which should reduce the pressure in the Licensing Technical Support Team. 	16	Treat	<ol style="list-style-type: none"> Recruitment of temporary HMO licensing and enforcement officers is ongoing; permanent recruitment should be possible after levelling up exercise being implemented as part of the re-organisation. 	Same	Resources continue to be focused on highest risk cases, whilst resource gaps due to staff departures/retirements are being filled on an interim basis but this is challenging. Permanent recruitment should be possible after levelling up exercise is implemented as part of the re-organisation in January 2024. Recruitment of competent temporary staff has been ongoing, contractors have withdrawn prior to their commencement date and performance management issues have been dealt with.
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 Housing and Regeneration	Finance	<p>Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by:</p> <ol style="list-style-type: none"> Ongoing project to look at further ways of reducing homelessness. Regular performance indicators and financial monitoring. Horizon scanning of legislation changes and lobbying for more funding from government. In house lettings agency for procurement of private rental sector (PRS) properties. Improve insight and intelligence through housing Supply and demand modelling. Links to Housing, Homelessness and Growth Strategies outcomes. Increase affordable housing supply through new build and acquisitions programmes. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process Delivered plans to rehouse rough sleepers into more permanent accommodation and purchase homes into Opendoor Homes for use of rough sleepers Close monitoring of demand to ensure mitigations deployed effectively 	16	Treat	<ol style="list-style-type: none"> TBG to deliver Private Sector Rented proposals; <ul style="list-style-type: none"> To acquire 500 homes over 5 years into Opendoor Homes (ODH) To complete 'tranche 3' ODH new build programme of 350 homes To complete housing revenue account (HRA) funded delivery of 250 new council homes. Deliver targeted homelessness prevention, households placed into the PRS and overall number of households in temporary accommodation outcomes by April 2023. Review business case for ODH acquisition programmes due to medium-term financial strategy (MTFS) pressures. 	Same	Homelessness prevention targets are being met year to date, however there are significant demand pressures placing financial stresses on general fund budgets. To combat this, Medium Term Financial Strategy (MTFS) mitigations were developed during Q2 2023/24 and further refinement will continue in Q3 2023/24. By the end of August 2023, 253 units had been acquired through the Open Door Homes (ODH) acquisitions programme.
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 Housing and Regeneration	Statutory Duty	<ol style="list-style-type: none"> Policies and procedures include H&S management system; training; induction for new staff; management structures for contract management. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment. Violent and Abusive register and Vulnerable Tenant password scheme. Internal specialist HS&C function. Senior officer, Audit and Risk Committee, Resident Board and TBG Board oversight of HS&C. Comprehensive schedule of internal audit by Mazars. Policies and internal Exec/SMT leads for safeguarding. Third party expert advisors. Involvement on London Councils and MHCLG Directors Fire Safety forums. Completion of £52m programme of fire safety works to higher risk blocks. Completed sprinkler installation programme. 	15	Treat	<ol style="list-style-type: none"> Develop long term plans for LPS blocks not on existing regeneration estates. Deliver action plan agreed by Housing and Growth committee in January 2023, in relation to mould and damp concerns . 	Same	Works on the medium and low-rise fire safety programme continued in Q2 2023/24. This included investigation of specific types of timber framed houses following a significant fire involving a terrace of four houses in Finchley in June 2023. Consultation with residents on options for the Large Panel Systems (LPS) schemes also commenced in Q2 2023/24, and a business case is scheduled to be presented to Cabinet in November 2023. Good progress is being made against the Damp and Mould Action Plan as reported to Cabinet in June 2023. An update on Damp and Mould is being provided to the Health and Wellbeing Board on 28 September 2023.
TBG006	Joint	Customer & Place	New build and development	Unforeseen events in the development process such as cost increases, significant delays on site, health and safety, building regulation changes and contractor insolvency could significantly impact the development programme resulting in adverse financial impact to the council.	Head of Housing and Regeneration	Finance	<ol style="list-style-type: none"> Design & build contracts seek to fix costs as far as possible in advance. Financial checks on all contractors pre contract. Payment in arrears based on certificated work completion. Site surveys and constraints reports to identify anomalies and ground risks. Three stage business case sign off pre construction, including Cabinet approval. LBB/TBG monthly project boards to oversee scheme progress. Scheme level risk registers. Experienced Employers Agent and construction specialists deployed on all schemes including design, health & safety and Construction (Design & Management) specialists. 	16	Treat	<ol style="list-style-type: none"> Review contingency allowances within contracts that continue to be viable. Continue to work closely with Employers Agents and Cost Consultants in respect of market intelligence. Engage with Greater London Authority and other grant bodies to maximise subsidy. Annual financial resilience checks of developer/contractors. 	Same	The first round of annual checks has been completed, and identified concerns with one specific contractor. A mitigation plan was enacted with the employers agent that enabled the project to be completed (Stag House). The next round of annual financial checks will be due Q1 2024/25.
CSG003	Joint	Customer & Place	IT cyber security	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	<ol style="list-style-type: none"> There are multiple-layer firewalls to protect the environment. Annual Security Health Check (Public Sector Network (PSN) Standard). PCI Accreditation. Annual review of over 100 cyber security controls, aligned with ISO 27001. Anti-virus on the server estate. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. Receive weekly updates from NCSC to confirm vulnerability status. Receive weekly and critical updates from Microsoft/ Capita. Annual Cyber Security training and awareness for staff. 24hr Emergency Response Microsoft E5 security - including: advanced threat protection (ATP), advanced threat endpoint protection ATEP Safelinks - email URL scanning to protect access to malicious links that are used in phishing and other attacks. Additional cyber security audit with PwC completed, action plan created. Worked with Business Continuity leads to improve plans to manage impact. Applied for and received funding from DLUHC, with action plan linked to funding. The implementation of an online web protection application (Imperva) preventing DDOS attacks specifically for the Barnet websites 	15	Treat	<ol style="list-style-type: none"> Develop additional scenario based training to roll out to senior staff (funding provided by London Councils). Implement action plan from PwC audit to be completed. Implement action plan from BC review. Implement action plan tied to DLUHC funding. 	Same	There has been increased activity via worldwide rogue actors in the cyber space. Imperva (website monitoring preventing DDoS attacks) has identified an increase in attempted cyber attacks, and these attacks have been prevented. Microsoft Office 365 E5 enabled enhanced phishing detection and prevention (ATP), and malicious email was blocked or prevented from entering the network where possible. Microsoft Sentinel was deployed to constantly monitor suspicious activity and logs. Action was taken on those rogue email/phishing attempts that did get through and were subsequently blocked. A suite of PowerBI reports continued to be used to monitor overseas activity from staff, alerting to any suspicious activity to be reported. The service created a Cyber Security Incident runbook, which will enhance the council's cyber security incident response.

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
STR013	Strategic	Customer & Place	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<ol 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. Regular audits undertaken. 6. PCI (payment card industry) accreditation. 7. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 8. BC leads have provided plans in case of a cyber security event. 9. Remote working audit completed and recommendations implemented on working abroad policy and external websites. 10. Simulated phish went to all staff, and recommendations implemented. 11. PwC audit completed on supply chain. 12. Implemented website health recommendations. 13. Microsoft 365 health check completed and recommendations implemented including updating password rules. 	15	Treat	<ol style="list-style-type: none"> 1. Spend money on enhanced 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. 	Same	A PwC audit was completed on cyber security and supply chain risk. A number of recommendations were made, which are being implemented and tracked. A phishing exercise will be run quarterly. The mandatory POD training is being enhanced, and specific training for the Council Management Team (CMT) and councillors is being introduced. A working group has been set up to look at the supply chain risks across the organisation.
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"> 1. Capital budget to factor in contingency percentage assuming high rate of inflation. 2. Projects to review and update cost plan in liaison with FBP to reassure viability. 3. Identify and maximise cost savings opportunities including methods of construction, areas for value engineering, etc. 4. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. 	20	Treat	<ol style="list-style-type: none"> 1. Where shortages are reported, check in with contractors to establish if there is any impact. 2. Exploit all available opportunities for additional funding across the capital programme, including the teams that already have funding resources identified. 3. To report to and update (at least quarterly) Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. 4. Identify ranked list of priority projects so that opportunity to address economic issues are understood. 	Same	The likelihood and potential impact of this risk remains high. Cost reviews as part of the wider Medium Term Financial Strategy (MTFS) reviews are ongoing. The current position is for the short to medium term. There is less projected Capital available to deliver the council's ambitions. In addition, costs and labour shortages remain issues.
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"> 1. The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. 2. Dedicated finance resource provides a direct liaison between the council's finance team and the project. 3. 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. 4. Quarterly updates are provided to Cabinet, to provide an update on mitigation strategy and to inform next steps as required. 5. The Station funding and finance strategy was approved in late 2022 and is being reviewed as the station project moves towards close out. 6. Proactive reprogramming to reflect the impacts of external events e.g. strike action on the construction schedule and project costs. 7. Strategy in place to recoup costs arising as a result of third parties including Network Rail. 8. 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"> 1. Continue to secure and progress the efficiencies identified in respect of the mitigation strategy, responding to the budget pressures. 2. Monitor and report these on a monthly basis. 3. Proactive development and agreement of a financial strategy for Brent Cross West that does not put pressure on the General Fund. 4. Implement options for efficiency savings and commercial recovery from third parties. 5. Escalation to government sponsoring departments as required by the programme and in the interests of the council 6. 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	Station contract nearing completion with cost certainty increasing. Once the station is completed and in use, focus will shift to close out of commercial disputes with Network Rail. This will provide clarity on the final outturn of the station related works. Discussions are ongoing relating to an alternative site for the Waste Transfer Station which will impact how the budget is allocated. An update to the funding strategy approved by Policy and Resources Committee in September 2022 is underway. This will highlight any shortfalls across the programme and inform an updated approach if required. The team are looking at re-allocation of internal budgets as appropriate. A bid is being compiled for the Civic Partnership Programme which is hoped to contribute towards active travel improvements in the area.
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"> 1. Budget setting/monitoring process - monthly reporting. 2. Tracking income levels regularly. 3. Medium term financial models to be widely shared and understood. 4. Strong activity linking to all budget monitoring and close contract management. 	16	Treat	<ol style="list-style-type: none"> 1. 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 being developed by Finance. Revised Controlled Parking Zones (CPZ) programme awaiting Capital Strategy Board (CSB) funding approval. Increased uncertainty may derive from the government's 'Plan for Drivers' published 2 October 2023, which will be monitored.
TBG007	Joint	Customer & Place	Medium Term Financial Strategy (MTFS) savings projects underachievement	Medium Term Financial Strategy (MTFS) savings projects not delivered on time and the expected benefits not achieved could lead to financial pressure for the council resulting in the housing general fund budget showing a loss, council tax increases and the budget not balanced.	Head of Housing and Regeneration	Finance	<ol style="list-style-type: none"> 1. Quarterly reporting to the Strategic Review Group on progress. 2. Monthly reconciliation with the council's Finance service on progress. 3. Develop alternative solutions, e.g. bring forward purchase programmes. 	16	Treat	<ol style="list-style-type: none"> 1. Develop a full business case to deliver the development of Grahame Park North East. 2. Review loan terms and create new business case if Open Door Homes (ODH) acquisitions programme is to progress beyond 300 homes. 	Increased	Whilst in the main the Medium Term Financial Strategy (MTFS) solutions for 2023/24 are on track in terms of delivery, the cost pressures arising from homelessness have escalated significantly. The service is reviewing the future MTFS commitments and existing pressures with a view to a revised MTFS programme as part of the budget setting process.
C&P089	Retained	Customer & Place	People attrition	Difficulties recruiting and retaining experienced and qualified staff could lead to negative impacts on service delivery resulting in business continuity and statutory duty implications to the council.	Director - Highways and Transportation	Staffing & Culture	<ol style="list-style-type: none"> 1. Ongoing recruitment for vacant roles including fixed term contract positions where appropriate. 2. Targeted campaigns to fill technical roles. 	15	Treat	<ol style="list-style-type: none"> 1. Refreshed recruitment and retention strategy with support from LBB with a focus on attracting and retaining the right candidates to the roles to populate the approved structure. 2. Continuation of the Training, Leadership Development and Career Path planning for all staff to enable them to fulfil their roles and responsibilities and develop their Career Path. 3. Align the recruitment and retention strategy with the Procurement Strategy to provide additional capacity to support staff through the peaks and troughs of Business as Usual (BAU) and Project delivery. 	Same	Good progress has been made this quarter, recruiting six new starters and making two internal promotions. These include key Highways Manager, Member Liaison Offer and Senior Drainage Engineer roles. In the same period the service had only one staff resignation. Despite this success there still remains 20 vacancies within the Highways structure. These are being reviewed in light of need to minimise costs as part of the Medium Term Financial Strategy (MTFS). The service is working closely with HR to ensure job evaluation requests are processed in a timely manner to assist in getting jobs advertised as quickly as possible.
RCS018	Retained	Strategy & Resources	Resettlement schemes	The new streamlined asylum process and acceptance of claims, along with the disbanding of Bridging hotels, the Home Office's hotel maximisation policy refresh and the shortened length of notification of the cessation of home office could lead to an increased flow/number of places in Barnet resulting in an increased pressure on council services (e.g. housing, social care) and increased budget pressures.	Assistant Director - Strategy and Communications	Finance	<ol style="list-style-type: none"> 1. Supporting work with Greater London Authority (GLA) and London Councils on long term approaches and funding. 2. Homes 4 Ukraine, Afghan and Syrian resettlement schemes are funded and currently monitored closely. 3. Continually increasing resource to focus on delivery of Homes for Ukraine scheme in Strategy team, Housing Options (accommodation checks) and Children's services (welfare visits). 4. Commissioned BEAM to support Ukrainians into privately-rented housing by crowdfunding initial deposit / housing payments. 5. Work in partnership with Barnet Homes to mitigate the impact of an increase in asylum seekers granted status and approaching for housing. 	16	Treat	<ol style="list-style-type: none"> 1. Apply for Borough of Sanctuary status and currently developing a Borough of Sanctuary strategy to accompany this. 2. Initiate a project to explore long-term systematic approach to all resettlement schemes and explore affordable rent housing options alongside this. 	Increased	This risk has increased because over the summer there were a high number of asylum seekers in hotels being served a decision and asked to leave hotel accommodation within a relatively short timeframe (as short as five days in some instances), which meant they were approaching Barnet Homes at an increased rate leading to concerns about asylum seekers becoming homeless (in particular, young men who would not be considered a priority). Additional meetings with Barnet Homes and other stakeholders (including New Citizens' Gateway and Persian Advice Bureau) have been put in place to monitor the flow of asylum seekers into the borough.

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
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"> 1. Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income. 2. Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures. 3. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle. 4. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media. 5. 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"> 1. Ensure robustness of savings proposals and readiness of the services to be able to deliver them. 2. Lobbying Government. 3. Increase use of insight and modelling and analytics to support budget setting and monitoring against plans. 	Increased	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. The risk rating has been increased this quarter as the council is forecasting a revenue overspend of £23m for 2023/24. Rising demand for services continues to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. Officers are focusing on the key financial risks via the monthly monitoring process and the introduction of a Financial Sustainability Board. Opportunities for additional income realisation and cost mitigation are also being explored, alongside possible efficiencies identified via the Transformation Strategy.
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"> 1. Improved staff engagement. 2. Continued promotion of flexible workstyles. 3. Development of stronger employer brand, promoting benefits of working for Barnet. 4. Effective recruitment processes. 5. Increased capacity in Recruitment Team. 6. Tailored campaign to recruit and retain children's social workers. 7. Targeted campaigns to fill technical roles in Customer and Place. 8. Use of Recruitment & Retention payments where appropriate. 9. Strengthened employee benefits offer through Vivup platform. 10. EDI Action plan. 	16	Treat	<ol style="list-style-type: none"> 1. Changes to pay structure to allow council to better match external market. 2. Ongoing promotion of EDI agenda to ensure that all talent can progress through the organisation. 3. HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions. 4. Additional enhancement of various benefits (e.g. parental leave) through ongoing review of Unified Reward. 	Same	Addressing this risk is a key priority within the "A Great Place to Work" workstream, where work is being done to strengthen the council's employer brand, improve the employer value proposition (EVP) and tackle barriers to making staff feel valued at work and proud to work for the council. Continuing from Q1, the labour market appears to be cooling slightly and that should help with recruitment and retention. Work to review Unified Reward and improve the grading structure is also continuing and is expected to progress faster from September.

London Borough of Barnet

Governance, Audit, Risk Management and Standards Committee (GARMS) -

01/10/23 - 31/05/24

Forward Work Programme

Unless otherwise shown meetings take place at:

Hendon Town Hall

The Burroughs

London NW4 4BQ

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AGENDA ITEM 11

Subject	Decision requested
16 October 2023	
Q1 2023-24 Corporate Risk Register	To note the Risk Management update for Q1 2023-24.
Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman Summary of Upheld Complaints report 2022/23	Summary of the upheld complaints determined by the LGSCO and Housing Ombudsman during 2022/23.
Code of Conduct Allegations 2022/23	Report on complaints regarding Members that the Monitoring Officer has received about Member conduct during 2022/23.
Governance Review Project Closedown	Project closure report.
Status of the 2020/21 Audit and Plans for 2021/22 and 2022/23 Audit Delivery	To note progress on the audit of the Council's 2020/21, 2021/22 and 2022/23 accounts.
Internal Audit Exception Recommendations and Progress Report Q2 1st July - 30th September 2023	

Subject	Decision requested
27 November 2023	
Corporate Anti-Fraud Team (CAFT) Progress Report Q2 1st April - 30th September 2023	
Oracle Cloud Committee Report Oracle Nov 23	
Q2 2023-24 Corporate Risk Register	
Status of the 2020.21 Audit and Plans for 2021.22 and 2022.23 Audit Delivery	To note progress on the audit of the Council's 2020/21, 2021/22 and 2022/23 accounts.
18 January 2024	
Internal Audit Exception, Recommendations and Progress Report Q3, 1st October - 31st December 2023	
Grants Certification Work Report 2021/22	

Subject	Decision requested
Annual Audit Letter 2021/22	
External Audit Plan 2022/23	
SIRO Report	
15 April 2024	
Q3 2023-24 Corporate Risk Register	
Member Development Programme	
Annual Governance Statement and Code of Corporate Governance	
Internal Audit Exception, Recommendations and Progress Report Q4, 1st January - 31st March 2024	

Subject	Decision requested
Internal Audit & Anti-Fraud Strategy and Annual Plan 2024-25	
Counter-Fraud Framework	
1 July 2024	
Q4 2023-24 Corporate Risk Register	
Corporate Anti-Fraud Team (CAFT) Annual Report 2023-24	
Items to be allocated	
Risk Management Framework	

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