

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk			Target Risk		Response Option	Direction of Travel
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Strategic Risks																
STR16	Environmental sustainability	An inability to adequately manage the environmental impact of resident and business activities (such as air quality, insulation, renewable energy, packaging resource management and climate change) could lead to negative long-term consequences to the local environment resulting in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations.	Executive Director Environment	Assistant Director Transportation and Highways	Statutory Duty	ENV-Creating a healthy environment	-Delivering air quality action plan -Rolling out electric vehicle charging points -Developing a reduction and recycling waste plan -Planting trees on highways (in 1st year - more to do and funding to do this) - Delivery of the long term transport strategy	4	5	4	5	20	3	3	Treat	Same
STR17	Strengthening Children's safeguarding	A lack of strong safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person, (e.g. potential death) and the council failing to meet its statutory duties.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-Delivery of robust delivery plan to take recommendations forward. -Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. -Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. -Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels	5	4	4	4	16	4	3	Treat	Same
STR19	Failure of third party Pension administrator meeting standards	Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements / valuations and/or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; and members not receiving the correct benefits or receiving benefits late.	Director of Finance	Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Recruitment of an interim pension manager to enhance client side management and internal scheme governance. -Monthly update meetings to measure progress against service improvement plans. - Establishment of Barnet Pensions Team with Finance	4	4	4	4	16	3	2	Treat	Increased
STR09	Increase in the NLWA levy	The expected replacement of the NLWA Energy from Waste (EfW) facility (expected 2026) could lead to an increase in the waste disposal levy of potentially up to £9million per annum and any additional financial cost relating to delays in the construction of the EfW resulting in an increased financial pressure on the council.	Executive Director Environment	Development Manager/ Director of Finance	Finance	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	- Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows	5	5	5	3	15	5	2	Treat	Same
STR08	Major regeneration schemes (incl. Brent Cross)	Failure to effectively manage the major regeneration schemes (incl. Brent Cross) could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	- Steering Groups are in place to discuss the works and ensure there is project documentation. - Project boards are in place to discuss and monitor the works- Regular review at GROB (growth, regeneration, operations boards)- Regular review Brent Cross Governance Board -Scheme by scheme basis, teams will investigate market conditions	5	5	5	3	15	5	2	Treat	Same
STR02	Customer experience	Lack of joined up of systems across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Head of Customer Services and Digital	Finance	P&R - Continuing to improve Customer Services	- Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery - Customer transformation programme delivering a range of online improvements which should limit the need for customers to call us - safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online - Monthly web performance meeting group are held - Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.	4	4	4	3	12	4	2	Treat	Same
STR07	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Assistant Director HR	Staffing & Culture	P&R -Ensuring we have strong financial management to make best use of our limited resources	1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates.-done 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working-done 3. The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. 5. Develop and monitor HR improvement plan	4	4	4	3	12	4	2	Treat	Same
STR20	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	Assistant Director HR	Business Continuity	P&R - Being resilient as a local authority	- Learning and development opportunities, including opportunities via Apprenticeship Levy - Workforce/succession planning	4	5	3	4	12	3	2	Treat	Reduced
STR05	Resilience management	Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge.	Director of Assurance	Head of Organisational Resilience	Business Continuity	P&R - Being resilient as a local authority	- Current review of EP and BC arrangements including strategy, exercises, training and resources - Implementation of 2018 Audit Recommendations - Corporate BC Strategy and Plan in plan. - Maintenance of BC lead network - Identification of P1 staff and relocation venues across the councils sites - Corporate Health and Safety Management system in place: Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance .	4	5	4	3	12	4	2	Treat	Same

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STR14	Perception of safety	An increase in knife crime in London, hate crime and fake news could lead to a reduction in residents' perceptions of safety in the wider community resulting in an increase in community tension and demand for services.	Assurance Director	Assistant Director of Community Safety and Regulatory Services	Statutory Duty	CLL - Keeping Barnet safe	Working with Barnet Safer Community Partnership to deliver the knife crime action plan -Invested in Environmental Enforcement (e.g. litter and flyposting) -Action Days with Police in Partnership with Re (regulatory Services) -effective use of CCTV across the Borough -Work with Barnet Homes on Environmental & regulatory Enforcement (e.g. noise and pests) and joint Action across Estates	4	4	4	3	12	3	2	Treat	Same
STR13	Community cohesion	Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime.	Deputy Chief Executive	Assistant Director of Strategy and Communications	Business Continuity	CLL - Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	Working in partnership with the Police to monitor tensions and local issues, and response. Working with the Barnet Multi Faith Forum and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet.	4	4	4	3	12	4	2	Treat	Same
STR03	Funding uncertainty due to economic downturn	A downturn in the economy could lead to financial pressures due to a large proportion of our funding coming from council tax income and business rates income. This could result in a reduction in service quality; non-delivery of the MTFs; and use of reserves.	Director of Finance	Acting Head of Revenues and Benefits	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Analysis of monthly collection performance - Analysis of Housing Benefit and Council Tax Support awards and claims - Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	3	4	3	12	4	3	Tolerate	Same
STR15	Declining health of town centres	Changes in the retail sector (e.g. online shopping, inflexible leases, high rents) could lead to a declining health of local town centres (with low business survival rates and high vacancy rates) resulting in a poor quality place; loss of business rates and lack of local physical services; and fewer jobs.	Deputy Chief Executive	Director for Growth	Finance	ARG - Supporting local businesses to thrive	- Dedicated officer in place to engage and support business support activities; dependency on the council is generally limited to maintain a focus on council priorities - Putting in place SPDs and planning instruments to allow for flexibility in town centre developments. - Working with redevelopers north Finchley, bidding for GLA and government grants. Seek funding where possible. work with major landowners to increase football (Cricklewood, Edgware) - Work with Town teams to take responsibility	3	5	3	4	12	3	3	Treat	Same
STR11	Prevention and managing demand	If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances.	Executive Director Adults and Health	Assistant Director Communities and Performance	Statutory Duty	A&S -Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life	-For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. -Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)	4	4	4	3	12	4	2	Treat	Same
STR12	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Integrating health and social care and providing support for those with mental health problems and complex needs	Joint planning and coordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Sustainability and Transformation Plan process. At the Borough level, there is close working through the joint commissioning unit, the health and wellbeing executive group and the A&E delivery board which actively manage plans to control demand pressures in the early urgent system. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. Actively monitoring of referral and activity data and any concerns to the Trust. Monitoring sign off of DTOC's across Acute, Community and Mental Health NHS trusts. Work with Barnet CCG has secured additional investment form NHS England to support extra capacity over the Winter.	4	4	4	3	12	4	2	Treat	Same

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STR06	Adults Safeguarding	If council services and partners do not effectively manage their relevant safeguarding risks, this 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	Director of Adult Social Care	Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	Barnet council & partners has signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 2019/20. These have been updated in Q1 19/20, and represent best practice. - The council has a comprehensive Learning & Development programme for social care practitioner to support high quality safeguarding practice. - 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. - a quality board meets monthly to review the findings from mechanism in the quality assurance framework and track any improvement actions agreed. - Performance monitoring of safeguarding, happens monthly and quarterly by management team and performance team of Barnet safeguarding adults board. - Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. - Implementation of the MASH from June 2019 - Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM)	4	4	4	3	12	4	3	Tolerate	Same
STR10	Growth Agenda	Failure to manage the growth agenda could lead to a poor quality of place (physical and social infrastructure) resulting in resident dissatisfaction; lack of community; reduced CIL, New Homes Bonus and Council Tax growth; and lack of economic potential.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Regular review at GROB (growth, regeneration, operations boards) 2. Scheme by scheme basis, teams will investigate market conditions 3. Active engagement with Building industry to encourage appropriate development in the borough 4. Working closely with community to ensure benefits of growth are widely spread and distributed	5	3	5	2	10	5	2	Tolerate	Same
STR04	Financial Management	If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTFS targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Regular budget monitoring meetings with budget managers - Regular reporting to CMT - Mitigating actions to contain overspends identified and implemented - Achievement of savings tracked and alternative actions indented where not achievable	4	4	3	3	9	2	1	Treat	Same
STR18	Neglecting corporate parenting duty	if the council and its partners neglect to fulfil their duty as Corporate Parents this could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat	Same
STR01	Non-delivery of services	Ineffective governance, leadership, management or a weak internal control environment could lead to poor quality or non-delivery of services resulting in dissatisfaction; failure to meet statutory duties or council priorities; potential harm to the public; and legal challenge.	Chief Executive	Head of Programmes, Performance and Risk  Head of Internal Audit	Statutory Duty	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Weekly CMT meetings with regular oversight of budgets, performance, risk and audit activity - Regular reporting of budgets, performance and risk to Policy & Resources Committee, Financial Performance & Contracts Committee and Theme Committees - Annual audit of performance and risk management frameworks to ensure compliance - Annual audit plan - Monthly Internal Controls Board (ICB) - Regular reporting of audit activity to Audits committee - Controls to mitigate the associated risk, AG020 -- If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.'	5	3	3	2	6	2	1	Treat	Same
<b>Service Risks</b>																
<b>Adults and Health</b>																
PH06	Pandemic Influenza type disease outbreak	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents	Director of Public Health and Prevention	Consultant in Public Health	Statutory Duty	HWBB - Continuing improvements on preventative interventions	Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate	Same

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AC001	Increased overspend to meet statutory duties	LBB could have insufficient resources to meet its statutory duties with regard to adult social care due to operating in an environment in which there are on-going funding pressures, uncertainty in future demand for services, increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage. Alternatively, it would lead to a deterioration in the council's overall financial position.	Executive Director Adults and Health		Statutory Duty	A&S -Efficient delivery of statutory duties	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. There is also a programme of work underway to proactively manage in-year budget pressures.	5	5	5	4	20	3	3	Treat	Same
AC046	Adults Multi-Agency Safeguarding Hub (MASH) Resourcing	Insufficient resource and subject expertise within the MASH due to capacity constraints within service areas, e.g. mental health, strategic partners could lead to the MASH being less effective resulting in the MASH being unable to effectively safeguard vulnerable adults.	Director of Adult Social Care		Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	The Adults MASH has been established with the use of existing staff and expertise forming the basis of the MASH. It is recognised that the MASH will operate within the context of resource constraints across teams and partners but both physical and virtual arrangements have been established to ensure the process is effective and vulnerable adults are safeguarded. Management of staffing levels and resource requirement will be monitored closely and in response to increasing volume of referrals additional staffing resource is being implemented. A dedicated MASH team consisting of 1 Team Manager, 1 lead practitioner and 3 full time social workers will be established from 14 Nov. From the w/c 14 Oct there is additional resource within the MASH from other teams to support the management of incoming referrals.	5	5	3	5	15	1	2	Treat	Same
<b>Assurance</b>																
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Head of Internal Audit	Statutory Duty	P&R - Being resilient as a local authority	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Monthly Internal Controls Board (ICB) when officers are asked for updates against their actions and challenged if progress not made - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Internal Audit Manager role created, key aspect of role will be to manage the follow-ups process including new approach to following up Mediums, launched November 2019 (approved by Audit Committee in Oct '19)	4	5	4	4	16	4	3	Treat	Same
<b>Finance</b>																
FIN002	Implementation of 2019/20 savings	If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council	Director of Finance	Executive Directors, including DCE  Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Monthly budget monitoring - Budget setting process validating savings	5	5	5	4	20	4	2	Treat	Same
FIN001	Impact of uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget	Director of Finance	Director of Finance  Deputy Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. - Transparent and critical analysis of savings delivery to be incorporated into monthly budget monitoring reports. - Budget holder sign offs of budgets and regulations	5	4	5	3	15	4	2	Treat	Same
FIN003	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat	Same
<b>Growth and Corporate Services</b>																
G&C065	Consolidation of Street Scene services in the East of the borough	If the council are unable to acquire the GBN Services site this could lead to insufficient space for operations at Oakleigh Road Depot resulting in an impact in the delivery of services.	Director of Growth	Head of Property and Asset management	Finance	ARG - Efficient and cost-effective asset management	1. LBB is working closely with Network Rail on the negotiations. 2. co-ordination between all parties to ensure a consistent approach and ensure all plans work together at the depot.	5	5	4	4	16	3	2	Treat	New
<b>Environment</b>																
TS013	Passenger Transport Services move	The Passenger transport service (PTS) vehicles will no longer be able to be located at North London Business Park past June 2020, this is due to the council re-locating to Colindale. If vehicles are not moved this will lead to disruption to the Home to School transport service for Special Education Need children in and out of borough, and this will result in increase costs and potential services disruptions.	Street Scene Director	Head of Fleet and Transport	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat	Same

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SS020	Remedial work at the depot	Remedial works are required the Oakleigh Road depot this is resulting in service disruption which is estimated for up to 9 months, this could also result in increased resident dis-satisfaction.	Street Scene Director	Assistant Director	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. There is a weekly review meeting taking place with the contractor and the updates are provided to the steering group chaired by the Chief Executive. 2. Regular staff briefings	5	5	4	5	20	5	3	Treat	Same
SS018	Challenge to recruitment and retention	The challenge of recruiting and retaining the right people for the right roles particularly within the transport workshop, refuse loaders and HGV drivers, this could lead to low staff morale and reduction in quality of service resulting on the council not meeting the agency objectives and an increase on financial impact	Street Scene Director	Assistant Director	Staffing and Culture	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Utilising multiple markets 2. Channels for recruitment.	4	4	4	4	16	2	2	Treat	Same
PI011	Winter Service	The relocating of the gritting depot from Barnet to Harrow could lead to the service being less reactive in terms of speed of response which could result in the service struggling to deliver the instructed gritting actions in appropriate timescales and thereby increasing the risk of the Public Highway not being kept safe (free from the dangers of ice and snow)	Executive Director Environment	Head for Network and Infrastructure	Business Continuity	ENV - Keeping the borough moving, including improvements to roads and pavements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. A possible site at Mays lane has been explored but it has been identified that it would not be possible to achieve planning permission for this site, so the search continues. 4. Lessons learnt exercise from the 2018/19 gritting season and the review of the Winter Service Plan needs to be undertaken by Regional Enterprise and the plan suitably updated well in advance of the 19/20 winter gritting season due to commence at the end of October 2019. 5. Put arrangements in place to store up to 400T of salt in the Oakleigh Depot as a further contingency measure and order the salt prior to the commencement of the winter season and replenish throughout the season.	5	4	5	3	15	5	2	Treat	Reduced
<b>Customer Support Group</b>																
CSG 55	Poor delivery of pension service by administration team	Poor management of pension administration resulting in scheme members experience delay in receiving benefits and have a poor quality customer experience reputational damage to the councils and potential enforcement actions by the regulator which could lead to financial loss to the council.	Director of Finance	HR Pension CSG lead	Finance	P&R - Ensuring we have strong financial management to make best use of our limited resources	Review and 'Monitor Pension service CSG and scrutiny by the pension board on a quarterly basis. Contractual remedy where appropriate. -Monthly update meetings to measure progress against service improvement plans.	4	5	4	4	16	2	2	Treat	Increased
<b>Re</b>																
OP27	Affordability of the Thames Link project	If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non completion of the project altogether.	Deputy Chief Executive (LBB)	(Operations Director, RE)	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Governance board has overcite of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource is being recruited and will report to Finance manager (Paul Clarke) 3. Re are exploring whether the grant is at risk should the project not go ahead.	5	3	5	3	15	3	1	Treat	Increased