

APPENDIX E: Q2 2020/21 Corporate Risk Register

Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Theme	Controls and Mitigations in Place	Residual Risk			Response Option	Previous quarter risk score	Direction of Travel (from previous quarter)	Q2 2020/21 Review Summary
							Impact	Likelihood	Risk Score				
Strategic													
STR23	Economic downturn	The economic downturn could lead to business failure (particularly in retail, hospitality and leisure industries) and high local unemployment resulting in financial pressure on residents; increased demand for council services such as temporary accommodation and the long-term economic and societal health of the borough.	Director for Growth	Finance	Thriving	1. Discretionary business support grants application process in place 2. Business rate relief 3. Suspension of commercial rents on council owned properties	5	4	20	Treat	20	Same	The discretionary grants programme is drawing to a close and has been successful. Currently ongoing is a shop local campaign and parklets are being installed to facilitate cafes and restaurants operating outside. A cross-service plan is being developed to address and respond to the anticipated spike in unemployment.
STR03	Funding uncertainty due to economic downturn	A downturn in the economy could lead to financial pressures due to a large proportion of funding coming from sources that could be susceptible to fluctuation such as council tax income and business rates income; resulting in a reduction in service quality; non-delivery of the MTFs; and use of reserves.	Director of Resources	Finance	Clean, Safe & Well Run	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. Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures 3. Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures; 4. 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 Central Government to remain as informed as possible.	4	4	16	Treat	16	Same	The mitigating actions are still in progress with no change to the risk status. Policy and Resources Committee considered an updated MTFs position in September 2020 and officers will continue to work on resolving the budget deficit ahead of presentation to individual Theme Committees in November 2020.
STR19	Failure of third party pension administrator meeting standards	Poor performance levels could lead to delays in meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late, resulting in enforcement action by the Pensions Regulator, which can include financial penalties; reputational damage through negative media exposure; and members not receiving the correct benefits or receiving benefits late.	Director of Resources	Finance	Clean, Safe & Well Run	-Recruitment of a pension manager and two supporting staff to enhance client side management and internal scheme governance. -Testing of administration data against employers annual return. -Weekly telephone calls to measure progress against service improvement plans.	4	4	16	Treat	12	Increased	Performance of the administration function is below the minimum acceptable level. The administrator has successfully implemented home working. Service standards continue to be of concern. The remediation plan will be half completed by the time of the transition of administration services to West Yorkshire Pension Fund. Due to this, the risk score has increased from 12 to 16.
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	Statutory Duty	Clean Safe & Well Run	-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	4	16	Treat	16	Same	Barnet's Long Term Transport Strategy was adopted by Environment Committee in September 2020. This will provide a delivery plan for walking, cycling and a car club provision in the borough. A new Sustainability Strategy is being launched across the organisation in direct response to this risk.
STR22	Sustainability of VCS	Funding and sustainability challenges facing the VCS could lead to a reduction in capacity and growth of preventative services resulting in difficulties accessing services and demand for more complex support.	Assistant Director for Adults Joint Commissioning/ Assistant Director - Strategy, Communications & Engagements	Business Continuity	The Way We Work	- Adult Social Care Prevention Policy complies with the Care Act 2014 duty to provide or arrange for the provision of services, facilities or resources, or take other steps which it considers will contribute towards preventing or delaying care and support for adults and for carers. - New strengths-based model for Adult Social Care orientates professionals towards prevention and early intervention for both carers and individuals as well as integrating community and peer groups into the model. - Prevention and Wellbeing (P&W) Co-ordination Service - To mitigate the impact of Covid-19 on commissioned services, all commissioned Providers transitioned service offers to virtual or via phone with some exceptions e.g. neighbourhood services continues to offer shopping support. Where commissioned services have ceased aspects of service offer such as Dementia Community Support Services Marillac day care provision they have shifted resources to enhanced phone support/ befriending support. - To mitigate negative impact to VCS, Adults and Health set up a workstream under the Covid-19 Community Response Infrastructure Programme and are working collaboratively with the VCS to manage increased demand and any challenges faced. - We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards. - Ongoing Barnet Partnership Board meetings. - Continue to work with all our Prevention providers - Utilise the Community Response Infrastructure Programme - Joint work with Barnet Together to develop a long term plan to support local food bank infrastructure and provide a resilient Community based support offer to address food insecurity - Commissioned work through Collaborate to inform future relationship with the VCS - Take forward workstream within local Integrated Care Partnership focussed on Prevention incorporating Barnet Community Fund, building on the grant funding Infrastructure created during Covid-19 to support new initiatives in the sector	5	3	15	Treat	20	Reduced	In Q2, the risk was considered to be a Strategy team risk about the relationship with the VCS, with overview split between Adults and Health and Strategy. Following the outcomes of the Collaborate project, there will be a review of the council's relationship with the VCS to strengthen working and partnership relationships. The community participation strategy is exploring several ways of securing funding for the VCS.
STR25	Covid-19 impact on financial sustainability	If the net cost to the council of responding to Covid-19 exceeds the value of reserves available it could lead to the council making emergency decisions or instigating a s114 notice resulting in a stop on all non-essential expenditure.	Director of Resources	Finance	Clean, Safe & Well Run	- Safely switching 'back on' income generating services - Safely exiting services stepped up in order to deal with Covid - Actively managing costs within areas impacted by increased demand - Working with Central Government to ensure costs are recovered through additional funding	5	3	15	Treat	15	Same	The council publishes the impacts of Covid-19 on its budgets through the Financial Performance and Contracts Committee and Policy and Resources Committee. Officers will continue to manage budget pressures resulting from Covid-19 and the organisation will address the implications within its financial strategy. Policy and Resources Committee considered an updated MTFs position in September 2020 and officers will continue to work on resolving the budget deficit ahead of presentation to Theme Committees in November 2020.
STR21	Covid-19 infection rates and recovery planning	If Covid-19 infection rates rise this could lead to a second wave and further restrictions on society resulting in disruption to recovery efforts, including economic and social.	Deputy Chief Executive	Finance	Prevention	- Business continuity plans in place - BECC prepared - Recovery plans being developed - Steering Group meeting weekly - CMT receiving weekly updates (each workstream and overview of programme every 6-weeks) - Member involvement via Chairs Briefings/Committee updates - P&R and Theme Committees receiving updates on recovery, as per timetable	4	3	12	Treat	12	Same	NHS Test and trace in place nationally and arrangements for local contact tracing by local authorities are being established. Infection rates are regularly being monitored by council and regional bodies. Emergency and business continuity plans remain in place and are ready to be re-activated in response to the second wave and re-establishing Command and Control and reporting structures. Consideration is being given to possible second wave in recovery planning. Recovery planning is ongoing and regular updates are being provided to CMT and Members (via Theme Committees).

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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	Statutory Duty	Family Friendly	-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	4	3	12	Tolerate	12	Same	Controls and mitigations remain in place with a focus on communication channels with all levels of staff and partners being used in the current circumstances. Regular data collection and audits continuing. OFSTED visit for SEND, annual conversation and scrutiny visit for safeguarding arrangements all due in October/November 2020 giving external assurance.
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	Business Continuity	The Way We Work	- Learning and development opportunities, including opportunities via Apprenticeship Levy - Workforce/succession planning -Create issues log identifying key issues and pressure points, including lead staff -Work with Directorates on contingency plans and workforce/succession planning	3	4	12	Treat	12	Same	There is currently development ongoing for Assistant Directors to ensure they have the necessary skills for their roles. The Learning and Development requirements for staff is being re-thought by the recently appointed Organisational Development Lead. Work has been ongoing on skilling up officers to be part of the Barent Emergency Control Centre. The Covid-19 pandemic has seen staff broadening their skills as different issues have arisen.
STR05	Resilience management	Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge.	Director of Assurance	Business Continuity	Prevention	- Current BC arrangements including strategy, exercises, training and resources - Corporate BC Strategy and Plan in place. - 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	3	12	Treat	12	Same	Emergency Responders and resilience advisors have been recruited. There is a campaign to recruit for the Organisation Resilience Team. The Borough Resilience Forum has continued regular communications such as Covid-19 Partnership meetings.
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	Statutory Duty	Clean, Safe & Well Run	- 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	3	12	Treat	12	Same	The Serious Adults Violence Panel has continued to establish itself as a forum for information sharing and develop actions and plans for cohorts at risk of serious violence. The establishment of the integrated gangs sharing tri borough meetings with local authorities and police is helping to increase the sharing of relevant information of gang and adult violence.
STR13	Community cohesion	Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime.	Deputy Chief Executive	Business Continuity	Clean, Safe & Well Run	- Working in partnership with the Police to monitor tensions and local issues, and response. - Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet.	4	3	12	Treat	12	Same	TWAB campaign will still continue but on a smaller scale following the larger wide campaign in 2019/20. The has been ongoing engagement with the Community Together Network and the volunteer community sector. The Barnet Multi Faith Forum has been more proactive during the current Covid-19 pandemic.
STR11	Prevention and managing demand	If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances.	Executive Director Adults and Health	Statutory Duty	Healthy	- 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 on 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) - Specific support offer in place to support providers with Covid-19, including additional Covid-19 funding to support care providers to remain sustainable through the Covid-19 pandemic	4	3	12	Treat	12	Same	Covid-19 continues to have a significant impact on the care market, both due to increased deaths due to Covid-19 and also due to a decrease in demand for care home beds. Vacancy levels average 15% in care homes, which means there is a risk to the financial sustainability of care providers in the borough. The council continues to work with providers on support their financial sustainability through this difficult period.
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	Statutory Duty	Healthy	- 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. - At the borough level, there is close working through the integrated care partnership, 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 system. - ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. - Active monitoring of referral and activity data and discussing any concerns with health partners. - Working as an integral part of the integrated discharge team and closely monitoring discharge data.	4	3	12	Treat	12	Same	The Covid-19 pandemic has significantly changed how the council works with the local health partners in Barnet and across North Central London (NCL). Relationships have strengthened and the Integrated Discharge Team has continued along with a new support offer for care homes. The local Integrated Care Partnership has agreed some initial priorities to be working on collectively. Work is on-going with health partners to implement the new arrangements for discharge and continuing healthcare.
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	Statutory Duty	Healthy	- 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 have been updated in Q1 20/21, and represent best practice. - The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice. - 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. - 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	3	12	Tolerate	12	Same	The council takes safeguarding very seriously and has a programme of work underway to consolidate and strengthen the quality of practice. This has been adapted to support staff working differently during the Covid-19 pandemic. Work has continued to embed the new MASH, though phase two is disrupted as although Family Services have moved to Colindale staff are working remotely due to the Covid-19 pandemic. However, staff are working to ensure that effective links between departments / organisations are maintained during this period. The risk is being tolerated at a 12, with the existing controls/mitigations in place.
STR08	Major regeneration schemes	Failure to effectively manage the major regeneration schemes could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy.	Director for Growth	Finance	Thriving	- 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) and Brent Cross Governance Board.K13 - Scheme by Scheme basis, teams will investigate market conditions.	4	3	12	Tolerate	12	Same	Regeneration programmes have continued to be monitored. There has been regular tracking, review and updates on the impact of Covid-19 on the Regeneration Programme. Development partners continue to assess the financial implications of the pandemic on their business decisions.
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.	Director for Growth	Finance	Thriving	1.Dedicated officer in place to engage and support business support; dependency on the council is generally limited to maintaining a focus on council priorities 2.Putting in place SPDs and planning instruments to allow for flexibility in town centre developments 3.Working with developers in north Finchley, bidding for GLA and government grants; seeking funding where possible; and working with major landowners to increase footfall (Cricklewood, Edgware) 4.Work with Town Teams to take responsibility 5. Continue with ongoing work on redeveloping town centres and high streets.	3	4	12	Treat	12	Same	Willingness for people to shop local due to Covid-19 has meant the impact in Barnet has not been as adverse as first anticipated. The situation continues to be monitored closely and staff are working to bring initiatives to attract shoppers to the high street.

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STR07	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Staffing & Culture	The Way We Work	<ul style="list-style-type: none"> 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 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	2	8	Treat	12	Reduced	An Organisation Development lead and Recruitment Manager have been appointed and started post. Works are ongoing to implement LMS within the next few months. A staff diagnostics will build on the work from Collaborate and look at staff engagement to inform next steps. The new HR structure has been implemented.
STR04	Financial management	If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTF5 targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Resources	Finance	Clean, Safe & Well Run	<ul style="list-style-type: none"> - Challenge to financial forecasts occurs on a regular basis by Finance Business Partners - Regular, in depth reporting is considered by CMT, Financial Performance & Contracts Committee and Policy & Resources Committee. - Mitigating actions to contain overspend identified and implemented - Achievement of savings tracked and alternative actions identified where not achievable - Officers were reminded of their responsibilities under the Financial Regulations when budgets were set in March 2020. In addition budget holder training is available and a refresh will be rolled out during the year. - A contingency budget is held centrally for any unmanageable, unforeseen pressures 	3	2	6	Tolerate	6	Same	Work continues to deliver the mitigations described. A monthly internal controls board considers emerging issues and these are also considered by the Audit Committee where appropriate.
STR18	Neglecting corporate parenting duty	If the council and its partners neglect to fulfil their duty as Corporate Parents this could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director Children's Services	Statutory Duty	Family Friendly	<ul style="list-style-type: none"> - 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. 	3	3	9	Treat	9	Same	There has been close monitoring of Children in Care during the Covid-19 pandemic, with equipment purchased such as IT and Telephones for children who didn't have them so they can complete learning. The DfE has also provided equipment for vulnerable children. There is regular data collection, review and audit to ascertain quality of practice. Supporting education and mental health remain critical
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	Statutory Duty	Clean, Safe & Well Run	<ul style="list-style-type: none"> - 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, AGO20 – 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. 	3	3	9	Treat	9	Same	The percentage of audit actions completed will be updated in Q2 after Covid-19 impacted on the reporting in Q1. This was reported to Audit Committee on 19 October 2020. Most Assurance staff were redeployed during the early stages of the pandemic; and most have returned to BAU activities. Assurance staff remain mostly working from home. Performance monitoring of the Corporate Plan (Barnet 2024) remains paused whilst the focus is on critical activity in response to Covid-19. Performance monitoring of strategic contracts such as CSG and RE has continued with Q1 performance being reported to FPC Committee in October 2020. Risk activity has resumed, with Q1/Q2 risks reviewed in light of Covid-19 and recovery planning. High-level risks were reported to Policy & Resources Committee in September 2020.
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	Finance	The Way We Work	<ul style="list-style-type: none"> - 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	2	8	Treat	8	Same	The contact centre is still working from home whilst remaining fully operational. Transactions have returned to pre-Covid-19 levels. Currently the service is functioning as expected. There was an issue with telephones in September 2020, which was resolved quickly with some residual problems. The Government Digital Services (GDS) did an audit on the accessibility on the council website and a positive review was received.
STR24	Transfer of pension administration services to West Yorkshire Pension Fund	Pension administration will transfer from Capita to West Yorkshire Pension Fund (WYPF) on 31 October 2020. Missing data or lack of resources could lead to an incomplete or inaccurate transfer of data from Capita to WYPF resulting in a poor service to members.	Director of Resources	Finance	Clean, Safe & Well Run	<ul style="list-style-type: none"> - A project board has been established and project managers appointed for each party involved with multiple weekly meetings to oversee progress. A detailed project plan is in place and risks identified and being managed. 	4	2	8	Treat	8	Same	The transition is proceeding to timetable and will be effected as planned on 1 November 2020. Checks will be undertaken that the data has accurately moved to the new administrator.
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.	Director for Growth	Finance	Thriving	<ul style="list-style-type: none"> - Regular review at GROB (growth, regeneration, operations boards) - Scheme by scheme basis, teams will investigate market conditions - Active engagement with Building Industry to encourage appropriate development in the borough - Working closely with community to ensure benefits of growth are widely spread and distributed 	5	2	10	Tolerate	10	Same	The action plan continues to be worked through. New resources have been recruited to support the growth agenda.
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	Finance	Clean Safe & Well Run	<ul style="list-style-type: none"> - Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows 	2	3	6	Tolerate	6	Same	At the NLWA meeting on 25 June 2020, NLWA members made the decision to start the Energy Recovery Facility (ERF) procurement. The decision to award the ERF contract is scheduled to be made at the December 2021 authority meeting. Regular updates and discussion are taking place with Directors of Finance, Directors of Environment and NLWA Members.
Service risks													
Adults & Health													
PH06	Pandemic type disease outbreak	A Declaration of Pandemic (inc 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	Statutory Duty	Prevention	<ul style="list-style-type: none"> 1. Evoking of Barnet multi-agency plan flu to respond the Covid-19 pandemic. 2. Performing pandemic preparedness exercise. 3. Monitor outbreaks on a local level 4. Local Outbreak Control plan is in place 5. Providing PH leadership and professional advice for the council's pandemic response. 	5	4	20	Treat	20	Same	Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004). The Local Outbreak Control Plan is under constant review by the Health Protection Board and is updated on a 6-week basis. Public Health still provide on-call support for specific settings. There is ongoing distribution and implementation of Public Health England guidance in relation to Covid-19. An action plan to respond to local/ward increase of cases and community cluster is in development. Two new staff (Public Health Analyst and Public Health Strategist) have been recruited to support the Public Health response. Process mapping of the council's pandemic response has been finalised.

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AC002	Failure of care provider	A care provider suddenly being unable to deliver services could lead to HSE breach or harm to individuals resulting in a violation of statutory duty and financial consequences. This risk covers both quality and financial risk to care providers.	Assistant Director for Community and Performance	Business Continuity	Healthy	- Through the Covid-19 pandemic we have continued to keep in place controls and mitigations to reduce the risk of provider failure within the borough. Actions we're taking to mitigate risk of provider failure through Covid-19 are: • Regular collection of information (PPE, Covid-19 cases, staffing levels, hospital admissions) to target support where it is needed most • Delivery of PPE to care providers where required • Developed a new One Care Home approach, working with health colleagues to provide clinical support to care homes. - We also continue to ensure all new contracted services have due diligence undertaken at the start of each contract to ensure quality and sustainability of providers. If issues are identified then there is a clear provider concerns process, to assess risk to individuals and support improvement. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of individuals if required. - Work continues 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	16	Treat	16	Same	The council is working closely with care providers in the borough, including support with preparing for a Covid-19 second wave. The team continues to work closely with health colleagues to provide social care and clinical support to care providers and there is a robust quality assurance and provider concerns process in place if there are any quality issues identified. There is additional Covid-19 funding and ongoing work to support the short, medium- and long-term sustainability of the care market considering increased vacancies and reductions in demand.
PH09	Public Health Grant Expenditure	Failure to ensure resources are spent on prevention could lead to enhanced scrutiny and audit from Public Health England on the use of PH ring-fenced grant, resulting in failed initiatives.	Director of Public Health and Prevention	Statutory Duty	Prevention	Q4 internal audit is concentrating on PH Grant spend in line with PH Grant conditions and it will result in a set of recommendations to strengthen the monitoring process. PH Grant spend is monitored and linked to the direct impact of the PH framework and statutory use of the grant. A return is made quarterly to PHE and signed off by the Director of Public Health and S151 officer and reported to CMT.	4	4	16	Treat	9	Increased	MTFS savings for 2020/21 cannot be delivered due to delayed procurement and inability to get a successful bidder. Furthermore, there are no services within the council already delivering Public Health outcomes where these savings could be repotted to. It is therefore proposed to Policy and Resources Committee to reverse recurrent Public Health savings for 2020/21 and reconsider any future MTFS savings from the Public Health Grant.
AC044	Leisure operator performance against contract	The performance of the leisure operator to deliver against contractual obligations and commitments could lead to the health and wellbeing priorities not being fulfilled resulting in possible consequences to service delivery and finances.	Assistant Director Greenspaces & Leisure	Business Continuity	Healthy	- The leisure contract continues to be monitored in alignment with the Performance Management Framework to ensure delivery against obligations / commitments and targets are met. An unexpected closure of the pools at Finchley Lido Leisure Centre since March (now anticipated to open clearly 2020) will impact the achievement of performance and financial targets/projects. The SPA team are working with the leisure operator to understand and minimise impact. Disrupted service delivery is being absorbed at other leisure facilities where possible and public Comms is being managed.	5	3	15	Treat	15	Same	All facilities bar the exception of Finchley Lido re-opened on 25 July 2020. The key operating principles are that all facilities are Covid-19 Secure (adopting Government Guidance), prioritising the safety of staff, ensuring customers have confidence in plans and feel safe in facilities; and focus on reactivating core activities with maximum efficiency.
Assurance													
AG020	Audit actions not implemented	If audit advice and / or agreed actions are not implemented, or temporary interim controls during Covid-19 are not adapted once 'BAU' resumes, this 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	Clean, Safe & Well Run	- Audit actions are recorded within Barnet Performs and discussed at monthly Contract Management 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 is to manage the follow-up process including new approach to following up a sample of Mediums, launched November 2019 (approved by Audit Committee in October 2019)	4	4	16	Treat	16	Same	Due to Covid-19, in Q1 officers across the council and its partners may have had less capacity to implement previously agreed audit actions. Therefore at the end of Q1 only completed actions were reported to Audit Committee. For Q2 reporting, the previous approach will be resumed i.e. reporting progress against the 90% implementation target and requiring attendance at Audit Committee where high priority actions have not been completed within agreed timeframes. Until implementation rates of 90% are met and maintained the risk rating of this risk will remain at 16. Controls that were previously in place have been adapted to respond to urgent need. As BAU resumes, there is a risk that stricter controls may not be re-introduced. This will be reviewed by Internal Audit as part of the 2020/21 Internal Audit plan.
AG021	Election/ referendum organisation	Due to the Covid-19 pandemic, significant extra resources will be needed to conduct the London Mayor and GLA elections (and local by-election) in May 2021. It is likely that many former elections staff will be unwilling to work and that some polling and postal vote venues cannot be used (either refusal to be used or unable to be made 'Covid-safe'). If necessary extra/replacement resources are not found and/or provided, it could result in the election failing at point of delivery and/or legal challenge to the results. This would result in very high financial costs and reputational damage.	Chief Executive/ Returning Officer	Statutory Duty	Clean, Safe & Well Run	- Electoral legislation states that the Cabinet Office must fund all 'actual and necessary costs' for the delivery of such an election - LBB has appropriate election reserve to cover those costs that Cabinet Office do not meet for statutory elections (e.g. call centre, security costs, standby resources etc.) - Learnings from previous elections have continually improved corporate preparedness and will inform plans for a snap election - Good engagement venue managers widely in place - Alternative site contingencies are in place (Inc. for the Count Venue) - additional staff resources have been identified (or have applied) for all election roles - Continued dialogue with Allianz Park and RAF Museum to ensure availability for all possible for election count and preparations. - Alternative polling places identified where a current venue's availability is at risk (can be date specific)	5	3	15	Treat	15	Same	A London Association of Electoral Administrators (AEA) Working Group has been set up (Inc. Barnet) and work has been undertaken to identify risks and issues faced by the delivery of elections in May 2021. The report of this group is being presented to the Greater London Returning Officer (Chief Executive of GLA) and London's Returning Officers (predominantly all boroughs' Chief Executives) on 28 September 2020. Further activity will be undertaken at this point, based upon the approvals and directions given by this group. Dialogue with the Government (via Cabinet Office) and Electoral Commission is being co-ordinated through the working group and the London AEA.
AG055	Election Service - Staffing	Inability to recruit adequately trained staff could lead to disruptions resulting in the council unable to provide the necessary resources for the Returning Officer.	Chief Executive/ Returning Officer	Statutory Duty	Clean, Safe & Well Run	- Good engagement with election staff widely in place - Further 'election staff' recruitment activity to ensure good numbers of staff (and reserves) available at short notice. - GLA will provide a public awareness campaign for possible recruitment	5	3	15	Treat	New	New	This is a new risk identified about the possibility of a lack of staff of the elections. The Cabinet Office has confirmed that the elections will go ahead. Actions moving forward is to continuing engagement with the GLA about organisation and the recruitment of electoral personnel. Meetings have been held with Camden counterparts (including the Camden CEO) about the organisation of the elections. Locally a by-election will be held along with the Mayor and GLA elections.
AG034	Subject Access Requests statutory deadlines	Failure to meet statutory SAR deadlines and insufficient resource for the management of the SAR process could lead to complaints from customers, enforcement action and monitoring from the ICO, resulting in reputational damage and customer dissatisfaction.	Head of Assurance & Business Development	Statutory Duty	Clean, Safe & Well Run	- Regular performance reporting - IMGC in place to monitor - SAR criteria created to allow time extensions under the Act which should alleviate some case concerns in Family Services - Fortnightly meetings with the RIMT have been put in place	3	5	15	Treat	15	Same	Training has been undertaken and additional meetings put in place to "hand hold" where required. This, however, remains a concern, specifically in Family Services. The backlog has increased further since identifying the risk and whilst cases are being cleared this is not having a considerable impact on the backlog. The service has employed an additional officer and they will be monitoring whether this additional resource is sufficient to maintain workflow. The position will be reviewed again in three months.
AG052	Insurance and risk management	If the council fails to arrange adequate insurance of assets or implement risk recommendations this could lead to significant financial loss (e.g. Loss of buildings) and claims resulting in substantial financial penalties and outlays.	Assurance Director	Finance	Clean, Safe & Well Run	1. External broker supporting insurance arrangements. 2. Annual review of insurance cover	5	3	15	Treat	15	Same	Renewal meetings and further discussions with insurers are ongoing with a questionnaire required to be completed to support the insurers assessment (with the Head of Safety Health & Wellbeing). Possible changes in the cover are being monitored, as well as new risks to consider such as the addition of Barnet Education Learning Service (BELS) to the council's cover.
Environment													
PI006	Variations in year on budget for parking	If there are uncertain or fluctuating levels of non-compliance linked to parking, parking transactions or an overspend within the service; this could lead to unanticipated variations in year which could affect the achievement of the budgeted net surplus, resulting in a reduced surplus to fund planned activities and increased pressure on the general fund.	Infrastructure and Parking Manager	Finance	Thriving	1. Budget setting/monitoring process - monthly reporting 2. Tracking income levels regularly - and reported to parking transformation board 3. Medium term financial models to be widely shared and understood 4. Strong activity linking to all budget monitoring and close contract management 5. New contract provides line pricing for each activity so strong link to income and expenditure at a fixed rate. 6. Ensuring temporary resource or rapid recruitment in place where any vacancies arise 7. Alternative plans can be accelerated	4	5	20	Treat	20	Same	Covid-19 has continued to have a particularly detrimental effect on immediate and longer-term Parking Income. The scale of the effect over the full year remains subject to huge uncertainty. The Parking and Infrastructure revenue forecast for 2020/21 is an overall overspend of £9.640m which includes a net £8.938m estimated loss of income due to Covid-19. The underlying budget position is an overspend of £0.702m.

Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Theme	Controls and Mitigations in Place	Residual Risk			Response Option	Previous quarter risk score	Direction of Travel (from previous quarter)	Q2 2020/21 Review Summary
							Impact	Likelihood	Risk Score				
TS013	Passenger Transport Services move	If a new location or lease is not extended for the PTS vehicles beyond December 2020 this could lead to a disruption to the Home to School transport service for Special Education Need children in and out of borough resulting in increased costs and potential service disruptions.	Street Scene Director	Business Continuity	Clean, Safe & Well Run	1. Depot move project are currently working on space planning exercise for Oakleigh Depot and adjacent sites. There are 2 other sites being considered as a back up, if there is insufficient space.	5	3	15	Treat	20	Reduced	LBB Estates are in negotiations for extending the current lease at NLBP. There has been a positive response to this request, resulting in a reduction to the risk score.
Growth & Corporate Services													
G&C068	Review of Year 6/7 contracts	Due to market uncertainty, the timescales of the Year 6/7 contracts could lead to the council being in a financial and contractual disadvantage position resulting a financial losses and cost.	Commercial and Customer Services Director	Finance	Clean, Safe & Well Run	- Commercial and Customer Services Director is having ongoing discussions with Members and CMT	4	4	16	Treat	20	Reduced	A joint partnership review board meeting was held on the 24 August 2020 and proposed extending the Year 6/7 review timeframe to March 2021 and the Commercial & Customer Services Director discussed this with CMT. A report is going to FPC Committee in October 2020 proposing that work restarts on the Year 6/7 review.
G&C032	Economic uncertainty impact on training and apprenticeship	If there are delays to construction caused by economic uncertainty, this could lead to a reduction in the delivery of training and apprenticeship opportunities resulting in people being unable to get into work and finding better employment and an impact on the local economy.	Director of Growth	Business Continuity	Thriving	1. Distribute employment and skills delivery across different sectors including construction and retail 2. Continued engagement with developers on regeneration estates (e.g. NHG, Countryside Properties, MHT) 3. Maintain focus on priority communities through employment and skills initiatives on regeneration estates. 4. Ongoing discussion with Argent regarding resources for employment and skills co-ordination on BXC development 5. Use of Section 106 funding to support key employment programmes such as BOOST. 6. Support safe re-opening of sites as Lockdown is eased 7. Develop apprentice and training programmes	4	4	16	Tolerate	16	Same	Covid-19 continues to impact construction, apprenticeships and training. The team is proactively working with developers and other partners and is supporting the reopening of sites and return to work for apprentices. Further activities are also being developed. The risk is being set as tolerate as there are no additional mitigating actions to reduce the score. Once the impact of Covid-19 has been assessed, the target score will be reviewed.
G&C077	Affordability of the Thameslink project	If the Brent Cross budget is not managed effectively this could lead to major pressure within the HMG grant funding budget resulting in increased costs to council	Deputy Chief Executive (LBB)	Finance	Thriving	1. Governance board has oversight of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource has been recruited and reports to Gary Hussein, providing a direct liaison between LBB finance and the project 3. Mace are currently in the process of a deep dive of the AFC including a review of the efficiency targets including a review of the efficiency targets being progressed.	5	3	15	Treat	15	Same	If the Brent Cross budget is not managed effectively this could lead to major pressure within the HMG grant funding budget resulting in increased costs to council. Work continue to secure and progress the efficiencies identified in the mitigation strategy, responding to budget pressures. This risk has transferred across from the joint risk register with Re to the G&CS risk register.
Resources													
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 result in a further reduction of the multi-year budget.	Director of Resources	Finance	Clean, Safe & Well Run	- Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. - Maintain good contacts with Central Government to remain as informed as possible.	5	4	20	Treat	20	Same	The amended budget setting process has included a Business Planning paper to Policy and Resources Committee on 24 September 2020, which will be followed by papers to Theme Committees in November 2020.
FIN002	Implementation of 20/21 savings	If the savings identified for 20/21 are not fully implemented this could lead to non-achievement of MTF5 savings targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council.	Director of Resources	Finance	Clean, Safe & Well Run	- Monthly budget monitoring. C19 has led to a wider review than usual of the financial position as we seek to ensure that LBB finances are stable, and any threats to that are identified early - Budget setting process validating savings	5	4	20	Treat	20	Same	Budget monitoring is showing a small underspend in 2020/21 on business as usual activities. It is extremely difficult to manage uncertainty at this time so the risk actions will remain in place until the end of the year such as ongoing savings meetings and budget monitoring from Finance business partners.
The Barnet Group (TBG)													
TBG003	Increase in demand for homelessness services impacting on housing general fund budget	Failure to prevent households becoming homeless could lead to an increased requirement for expensive temporary accommodation and raise associated budget pressures in the General Fund.	Head of Housing & Regeneration	Finance	Thriving	1. Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by: - Ongoing project to look at further ways of reducing homelessness (investment in upstream prevention work / using council assets to build more homes) - 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 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 acquisitions programme - Tracking ongoing impact of Homelessness Reduction Act	4	4	16	Treat	12	Increased	The first homes acquired into Opendoor Homes are on track to be transferred in September/October 2020 and consist of 156 properties. This has been previously been delayed due to the Covid-19 pandemic. The trickle transfer initiative has been formally closed down due to the GLA not approving the council's application to transfer homes from LBB to Opendoor Homes. Two bids were submitted to the Ministry for Housing, Community and Local Government for transitional and capital funding to support ongoing accommodation of rough sleepers housed during Covid-19.
TBG006	H&S / Compliance incident	As a result of failure to adhere to regulatory requirements (asbestos-current and historic, Care Quality Commission, Temporary Accommodation condition, legionella, gas, fire safety, incorrect data records could lead to a health & safety / compliance incident that results in harm / death to staff and public, legal challenge, financial costs, increased risk to individuals, reputational damage.	Group Director of Operations & Property - TBG	Statutory Duty	Thriving	1. Policies and procedures - H&S management system; training; induction for new staff; management structures for contract management 2. Supplier contracts/agreements for TA providers - risk assessment; Violent and Abusive register; Vulnerable Tenant password scheme; risk and compliance team that deals with technical risk; risk and compliance risk register and action plan; internal schedule of internal audit; internal lead for safeguarding; fire risk assessment; British Safety Council Audit - periodic (every 3 years); CQC audit (ad hoc as decided by CQC); near miss analysis; root cause analysis; use of specialist partners 3. Involvement on London Councils and MHCLG Directors Fire Safety forums 4. A programme of fire safety works to high-rise blocks has been developed and approved by the Housing Committee on 21/06/18.	5	3	15	Treat	15	Same	The fire safety improvement programme to council stock continues with minor delays due to Covid-19, with the sprinkler installation programme on track. Large Panel Systems building works are ongoing. TBG landlord compliance functions have been maintained throughout Q2 following a period of Covid-19 related impacts.
Customer & Support Group (CSG)													
CSG55	Poor delivery of pension service by administration team	Poor management of pension administration could lead to scheme members experiencing delays in receiving benefits and have a poor customer experience resulting in enforcement actions by the regulator such as fines.	Director of Resources	Finance	Clean, Safe & Well Run	- 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	4	16	Treat	16	Same	The position is unchanged; although the number of member complaints has reduced. The remediation plan and the change of administrator remains key to maintaining member satisfaction. The remediation plan and the change of administrator remains key to maintaining member satisfaction. Performance of the administration function is below the minimum acceptable level. The administrator has successfully implemented home working. Service standards continue to be of concern. The date remediation plan will be half completed by the time of the transition of administration services to West Yorkshire Pension Fund.
Regional Enterprise (RE)													

Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Theme	Controls and Mitigations in Place	Residual Risk			Response Option	Previous quarter risk score	Direction of Travel (from previous quarter)	Q2 2020/21 Review Summary
							Impact	Likelihood	Risk Score				
PI021	Capital Infrastructure	If there is inadequate funding to allow the council to maintain the Highway Assets this could lead to failures to meet statutory duties, resulting in increased third party claims and worsening condition of the highway network.	Interim Executive Director - Environment & Assistant Director	Finance	Clean, Safe & Well Run	<ol style="list-style-type: none"> 1. Maintain a strong focus on Asset Management and preventative treatments. Ensure that THE Council pursues all opportunities to secure external funding. 2. Ensure that Asset Management Plans are in place, are robust and provides a range of solutions that are best aligned with likely resources 3. Ensure that appropriate monitoring and inspection is taking place to fully understand the constantly changing condition of all Assets 4. Review the range of materials/methods/options to be adopted with a view of ensuring that limit resources are put to the most appropriate use to maximise the % of network/asset improvements that also maximises the life of the Assets and hence provides best value 5. Seek out all available sources of external funding, including grants etc, and make robust and compelling bids 6. Support the introduction of a Highways Infrastructure Asset Management Plan to drive a risk based approach to asset management 	3	5	15	Treat	3	Increased	To maintain the integrity of the highway, the NRP works continue to mitigate the anticipated carriageway and footway acceptable standards. Further update will be provided on funding in Q3. The Environment Committee has approved the development and implementation of a Highways Infrastructure Asset Management Plan to support a risk-based approach to asset management. The residual risk score has increased in Q2 and is now higher than the inherent risk score, which suggests that the controls/mitigations in place are insufficient whilst the LIP funding is on hold due to Covid-19.
EC016	Non-delivery of LIP spend	Non-delivery of LIP spend could lead to a reduced future allocation from TfL resulting in less schemes being delivered for Barnet.	Interim Executive Environment Director	Statutory Duty	Clean, Safe & Well Run	<ol style="list-style-type: none"> 1. Focus work activity on Social Distancing bids 2. Submit funding through TfL Sunk Costs process (live to October 2020) 3. Assess services out of scope (not funded) and risk assess impact of stop / backlog / continue including budget pressures 4. Reallocate staff / furlough where appropriate 5. Support TfL on justification of funding bids for future LIP 	3	5	15	Treat	4	Increased	LIP Funding has been put on hold due to Covid-19; and replaced by Social Distancing Bids and LIP Sunk Cost allocations. As LIP funding has frozen for 2020/21, no works are anticipated on the programme. TfL has confirmed LIP expenditure will not start until October 2020. There are unfinished projects that still require funding, including safe, sustainable parking such as disabled parking bays and schools crossing patrols.