

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR001	Adults safeguarding	Council services and partners not effectively managing their relevant safeguarding risks could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>1. Barnet council and partners have signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 19/20. These were updated in 20/21, and represent best practice.</li> <li>2. The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice.</li> <li>3. A quality assurance framework is in place which includes independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement.</li> <li>4. A quality board meets monthly to review the findings from mechanisms in the quality assurance framework and track any improvement against actions agreed.</li> <li>5. Performance monitoring of safeguarding, happens monthly and quarterly by the adult social care management team and the performance sub-group of Barnet's safeguarding adults board.</li> <li>6. Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place.</li> <li>7. The adult MASH has been in place since June 2019 to more effectively bring partners together in safeguarding work.</li> <li>8. Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM).</li> </ol>	12	Same	The situation remains the same. Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures. Recent updates to Mosaic have been rolled out and this is improving the recording of safeguarding work.
STR002	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges, quality concerns or staff leaving the sector could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>1. For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers.</li> <li>2. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of service users if required. More streamlined and better focus on quality.</li> <li>3. Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.</li> <li>4. Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)</li> <li>5. Specific support offer has been in place to support providers with Covid-19; support continues to be made available to care providers.</li> <li>6. Regular reviews of provider business continuity plans.</li> <li>7. Recruitment campaign to support sector with recruitment challenges.</li> </ol>	6	Increased	Although recruitment into care nationally remains challenged, the potential risk to service continuity in the immediate term is no longer marked.
STR003	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>1. Joint planning and co-ordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Integrated Care System.</li> <li>2. 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 urgent and emergency care board which actively manage plans to control demand pressures in the system.</li> <li>3. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures.</li> <li>4. Active monitoring of referral and activity data and discussing any concerns with health partners.</li> <li>5. Working as an integral part of the integrated discharge team and closely monitoring discharge data.</li> </ol>	12	Same	Demand on the health and social care system remains high but there is a good level of collaboration in Barnet and across North Central London to ensure partners are working effectively together. Work this quarter has included reviewing plans for local discharge funding, further expansion of the virtual ward and improving how we work with Barnet, Enfield & Haringey Mental Health Trust.
STR006	Strengthening Children's safeguarding	Insufficient safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person and the council failing to meet its statutory duties.	Executive Director Children's Services	Statutory Duty	<ol style="list-style-type: none"> <li>1. Delivery of robust delivery plan to take recommendations forward.</li> <li>2. Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected.</li> <li>3. Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme.</li> <li>4. Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services).</li> <li>5. Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels.</li> <li>6. Annual scrutiny report by red Quadrant</li> <li>7. Annual LSCP report and business plan</li> </ol>	12	Same	Met Police are now in Special Measures and a new Healthy Child Programme provider began delivery on 1 April 2022 which has created some instability in provision and capacity of statutory partners. MA contributions to safeguarding arrangements are being monitored. Review of Child Protection and Review of Children's Social Care list recommendations that will impact on MA delivery in safeguarding - these are being considered. Red Quadrant visit is due in Quarter 3.
STR007	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director Children's Services	Statutory Duty	<ol style="list-style-type: none"> <li>1. A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process.</li> <li>2. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners.</li> <li>3. A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers.</li> <li>4. Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.</li> </ol>	9	Same	1. Corporate Parenting Strategy refreshed and implemented. 2. Enhancement plans monitored through Head of service meetings and PQA meetings 3. Completed - Refreshed CPOG plan to be presented to group in September 4. Completed
STR005	Safety from anti-social behaviour and crime (including violence and abuse)	Anti-social behaviour and crime (including hate crime) could lead to unsafe environments and perceptions of safety resulting in harm to individuals, community tension and increased demand for services.	Assistant Director, Counter Fraud, Community Safety & Protection	Statutory Duty	<ol style="list-style-type: none"> <li>1. Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan</li> <li>2. Working in partnership with the police, including to monitor tensions and local issues and response</li> <li>3. Environmental enforcement (e.g. litter and flyposting), including with Re (Regulatory Services) and Barnet Homes (e.g. noise and pests) and joint action across Estates</li> <li>4. Effective use of CCTV across the borough.</li> <li>5. Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community</li> <li>7. Delivering initiatives to encourage and celebrate cohesion.</li> </ol>	8	Same	There are now 18 Investigation & Enforcement Officers in post and three Team Leaders, one officer for each ward area. Multi agency meetings continue to take place on a needs basis.
STR004	Response to emergency or incident	Insufficient resilience management (e.g. Business Continuity, Emergency (BC) Planning, Health & Safety) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff and/or the public; and legal challenge.	Executive Director Assurance	Business Continuity	<ol style="list-style-type: none"> <li>1. Current Business Continuity (BC) arrangements including strategy, exercises, training and resources</li> <li>2. Corporate BC Strategy and Plan in place. Maintenance of BC lead network</li> <li>3. Identification of Priority1 staff</li> <li>4. Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance.</li> <li>5. Professional advice and support provided by Head of SHaW (statutory H&amp;S officer) and H&amp;S BP's.</li> </ol>	12	Same	Continued recruitment of core EP Team and key BECC roles (following departures of 3 BECC Managers, 6 BECC Officers and vacant EPO/RA role). Trained 3 new Gold Officers, one of whom has joined the Gold rota and 2 who are ready to be moved from Silver to Gold if needed. Tested our BECC communications in Exercise Connects.

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STR010	Impact of economic downturn on future development	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure and adverse impacts to town centres resulting in increased demand for council services such as temporary accommodation, and a decline in the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> <li>1. Revise MTFS Growth Modelling to reflect income reduction scenarios for the council.</li> <li>2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council.</li> <li>3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT).</li> <li>4. Production of robust, high quality business cases including sensitivity testing.</li> <li>5. Effective procurement processes and choice of contract type.</li> </ol>	16	Reduced	The service is continuing to actively engage with development partners and contractors to understand implications of cost inflation and supply chain pressures. They are also undertaking sensitivity modelling for the delivery of the council's capital programme over the next 5 years. Project and governance management structures will continue to remain in place and are being kept under review to ensure fit for purpose. Mitigations are being managed across a number of Boards, including Strategic Planning Operations Board, Growth and Regeneration Operations Board, Town Centre Strategy Board and Employment and Skills Board. Since last quarter inflation has risen sharply and the war in Ukraine has significantly contributed to the rise in energy cost as well as various pressures on supply chain for raw material, although this has not translated into any impact on development in the borough to date, hence the reduction in score. The risk description has also been amended to focus on specifically development / construction in light of the new risk on the cost of living which is focused on residents and businesses.
STR014	Building safety	Lack of a robust process to quality assure building contractors could lead to a breach of statutory compliance, health and safety issues resulting in reputational damage to the council, risk of harm or death, delays to delivery of outcomes and financial implications.	Deputy Chief Executive	Health & Safety	<ol style="list-style-type: none"> <li>1. Health and Safety/quality prioritised as part of scoring during procurement/tender processes. Includes additional background checks, previous performance, exchange of risk information and consideration of proposals to manage risk where necessary.</li> <li>2. Health and Safety/quality forms a key element of the council's project delivery gateway process, from initiation all the way through to delivery and handover.</li> <li>3. Additional assurance sought through council's SHAW team and where necessary independent assurance through the technical team</li> <li>4. During construction process on larger schemes the technical team will include a New Engineering Contract (NEC) Supervisor to ensure Health and Safety is being managed appropriately on site and reported correctly.</li> <li>5. On smaller schemes CDM and method statements are requested prior to the start of works.</li> </ol>	8	Same	The last quarter has seen some new start on sites for projects. Each start has included a pre-start meeting including the SHaW team and designated CDM (Principle Designer).
STR013	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<ol style="list-style-type: none"> <li>1. Monthly contract management meetings in place to manage the contract and relationship with CSG</li> <li>2. Monthly Partnership Operations Board for escalation of any issues identified</li> <li>3. Joint risk being managed by CSG - IT with controls/mitigations in place.</li> <li>4. Learning portal - mandatory training on Information Management/cyber security for staff</li> <li>5. Remote working audit completed</li> <li>6. Regular audits undertaken</li> <li>7. PCI (payment card industry) accreditation</li> <li>8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register).</li> <li>9. BC leads have provided plans in case of a cyber security event</li> </ol>	15	Same	Recommended actions from the website health check have been implemented this quarter as well as the M365 health check. Recommendations from the remote working audit have also been implemented including the working abroad policy and restricting access to some external websites. Mandatory compliance to complete training has improved and the service is working with Business Continuity leads to ensure there are appropriate plans in place if an attack occurs.
STR009	Unmet customer expectations	Lack of joined up systems and processes 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	<ol style="list-style-type: none"> <li>1. Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery.</li> <li>2. Customer Experience programme delivering a range of online improvements which should limit the need for customers to contact the council.</li> <li>3. Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online.</li> <li>4. Monthly web performance group meetings are held.</li> <li>5. Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.</li> <li>6. Customer Experience Programme Business (CEP) case in place.</li> </ol>	12	Same	Over the last quarter, work has been ongoing to develop and promote the Residents Experience Programme. The Rx hub has been launched, which is a one stop shop for training and toolkits, to better support staff. The service is now focusing on building in the additional promises from the new administration manifesto to the existing programme.
STR008	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Director of Growth	Statutory Duty	<p>Continue to implement the schemes highlighted in the Sustainability Strategy Framework, including:</p> <ol style="list-style-type: none"> <li>1. Rollout of energy reduction initiatives</li> <li>2. Delivery of annual Air Quality Action Plan</li> <li>3. Rollout of electric vehicle charging points</li> <li>4. Delivery of the long term transport strategy</li> <li>5. Procurement of ULEZ compliant vehicles for Street Scene fleet</li> <li>6. Flood prevention e.g. investment in Silk Stream</li> <li>7. Retrofit of housing and buildings across the borough, making use of the Green House Gas (GHG) and Public Sector Decarbonisation Scheme (PSDS)</li> <li>8. Continued tree planting</li> <li>9. Support businesses and partner organisations in making sustainable change</li> <li>10. Support environmental outcomes through the Council's Social Value Policy.</li> </ol>	12	Reduced	A climate emergency was declared in May 2022. Sustainability team was recruited to and will be in place by mid-October 2022. Review of actions and work streams taking place over the summer. Electric Vehicle charge points contracts finalised, and further PSDS funding agreed. Annual Air Quality Status Reports (AQSR) approved by the GLA and governance of the programme were finalised. Score reduced as team and governance are now in place- the probability of non-action is reduced.
STR015	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	<ol style="list-style-type: none"> <li>1. Ensure all service areas have a robust response system in place and regularly updated</li> <li>2. Performing pandemic preparedness exercise across the council and its partners</li> <li>3. Providing PH leadership and professional advice for the council's pandemic response.</li> </ol>	10	Reduced	Existing controls and mitigation in place are suitable, and no further actions have been identified at this time. Borough Resilience Forum lessons learnt exercise is currently being conducted to ensure that any lessons learnt are captured and recommendations implemented.
STR016	Staff wellbeing and mental health	The restrictive measures (such as social distancing, self-isolation and remote working) and socio-economic effects of the Covid-19 pandemic could lead to a rise in prevalence of mental health disorders resulting in decreased staff wellbeing and satisfaction, sickness absence and demand for mental health services.	Chief Executive	Staffing & Culture	<p><u>Prevention</u></p> <ol style="list-style-type: none"> <li>1. Regular information and guidance to staff on working practices such as regular breaks, regular contact and communication, physical exercise, via internal comms and through wellbeing hub</li> <li>2. Employee Assistance Programme (EAP) provides advice and guidance on healthy lifestyles including mental health</li> <li>3. Wellbeing and mental health training for staff and managers via Organisational Development team</li> </ol> <p><u>Intervention</u></p> <ol style="list-style-type: none"> <li>4. EAP provides confidential support and counselling for staff</li> <li>5. Able Futures is a government scheme providing support on mental health</li> <li>6. Mental Health First Aiders provide support to staff and signposting to support</li> </ol>	9	Same	Draft wellbeing strategy is currently with the Council Management Team. H&S is working with the SMTs of the services and HR to review and ongoing discussion taking place on implementation of the plan.
STR017	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income</li> <li>2. Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures.</li> <li>3. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle.</li> <li>4. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media</li> <li>5. Annual scenario planning as part of the MTFS and identification of the key variables, both nationally (e.g. market fragility for adults and children's placements) and locally (e.g. delivery of housing numbers to meet modelled increases in CT base)</li> </ol>	12	Same	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. An announcement was made by the Cabinet Secretary for Department of Levelling Up, Housing and Communities (DLUHC) in July 2022 that a 2-year funding settlement would be provided to local government, and if this is confirmed at the provisional settlement, it would provide some certainty for budget setting. Government funding reforms consultation announcements are anticipated in Q3 2022/23. Scenario planning is ongoing as part of the MTFS and business planning.

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STR018	Funding uncertainty due to reduction in local taxation income	Residents experiencing financial hardship could lead to financial pressures due to a large proportion of council funding coming from council tax and business rates income resulting in a reduction in service quality, non-delivery of the MTFs and use of reserves.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures</li> <li>2. Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures;</li> <li>3. 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 Government to remain as informed as possible.</li> <li>4. Investment being made with local businesses and working with the community to raise awareness of and increase support available.</li> </ol>	12	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. MTFs is being compiled and is on track. Setting of the financial strategy is ongoing.
STR019	Internal controls	Ineffective financial management and control could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. A review of financial forecasts, and challenges where necessary, occurs on a monthly basis by Finance Business Partners</li> <li>2. Regular, in depth reporting is considered by Council Management Team, Theme Committees, Audit Committee and Policy &amp; Resources Committee.</li> <li>3. Mitigating actions to contain overspends are identified, implemented and tracked for delivery.</li> <li>4. Achievement of savings tracked and alternative actions identified where not achievable alongside review of reasons for non-achievement and whether it is a delay or non-delivery.</li> <li>5. Budget holder training is available. An update is being made available through the LMS as an additional offer beyond that found on the intranet.</li> <li>6. Finance Business Partners constantly upskill budget holders to deliver sound Financial Management and understand that their budgets reflect their plans in £ format.</li> <li>7. An annual, at minimum, review against the CIPFA Financial Management Code and CIPFA Financial Resilience Index is undertaken and reported to Audit Committee in line with the Annual Governance Statement.</li> <li>8. Additional internal controls have been implemented and audit reports found increased assurance and improvements in Finance from 2019 to date.</li> <li>9. A contingency budget is held centrally for any unmanageable, unforeseen pressures.</li> </ol>	6	Reduced	Additional controls have been introduced to support financial management and the monitoring process, including a full assessment against the CIPFA FM Code. Forecasting and monitoring continues, with the council as a whole managing the budget as agreed at Council in March 2022. Service areas are articulating risks and pressures early and there are particular pressures in Adult Social Care being reviewed as to the longer-term impact to financial sustainability and the MTFs.
STR020	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforecasted budget pressures, resulting in the need to increase or divert resource, reduction in service quality, ability to deliver key services effectively and / or having to use reserves.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. Engaging with colleagues across London and nationally to form lobbying positions.</li> <li>2. Engaging with sectoral experts and keeping informed from media</li> <li>3. Monthly monitoring of budgets and scrutiny of any overspend / increase in demand.</li> <li>4. Providing evidence of unintended consequences of policy and statute to Central Government to support lobbying positions around new burdens.</li> </ol>	9	Same	Whilst there are no immediate impacts arising from new burdens, it is expected that new burdens will be provided for Adult Social Care relating to Fair Cost of Care and Care Act II implementation. The move to net zero is a new burden and, as yet, there is no commitment from government to fund the carbon reduction and sustainability requirements for local authorities. Costing of Climate Action Plans is underway across the UK and LBB are baselining and costing their Sustainability Framework.
STR021	Increase in the North London Waste Authority (NLWA) levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/treatment levy of potentially up to £9 million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. Active engagement through officers and NLWA Members.</li> <li>2. Development of long-term financial strategy.</li> <li>3. Ongoing analysis of waste data flows.</li> </ol>	6	Same	The appointed contractor to deliver the Energy Recovery Facility, Acciona, are continuing on site preparation work with the timetable to start physical works in autumn 2022. Members and officers are being provided with regular updates as set out in the existing controls and mitigations.
STR022	Future of Work	Failure to manage the transition to a post-Covid working environment could lead to missed opportunities for improvement to services and reduced staff engagement resulting in recruitment and retention issues and reduced staff wellbeing.	Director of Resources	Business Continuity	<ol style="list-style-type: none"> <li>1. Future of Work Programme</li> <li>2. Managed approach to ensure a safe and productive return to the office environment where this is required</li> </ol>	4	Same	FoW programme now formally closed with ongoing activities built into BAU. However, risk remain live due to evolving nature of working styles. The BAU activity around this risk focuses on vigilance and oversight, as opposed to active intervention.
STR023	Recruitment and retention	Market forces and economic and social issues (such as pandemic recovery, Brexit) could lead to recruitment and retention issues particularly in specialist areas resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Director of Resources	Staffing & Culture	<ol style="list-style-type: none"> <li>1. EDI Action plan in place</li> <li>2. Future of Work Programme</li> <li>3. Staff communication and engagement</li> <li>4. Unified Reward revision</li> </ol>	6	Same	The council has started discussions with trade unions on a possible revision of the Unified Reward terms and conditions, potentially including the grading structure. Engagement is also taking place with London Councils and the LGA on ensuring that national terms remain fit for purpose and legally compliant.
STR024	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Business Continuity	<ol style="list-style-type: none"> <li>1. Learning and development opportunities, including opportunities via Apprenticeship Levy</li> <li>2. Workforce/succession planning</li> <li>3. Create issues log identifying key issues and pressure points, including lead staff</li> <li>4. Work with Directorates on contingency plans and workforce/succession planning.</li> </ol>	9	Same	OD-led programme of work continues, with emphasis on management development. The EDI learning offer will also be significantly enhanced in Q2 with the introduction of a host of new modules which can be used to improve alignment with council values and behaviours.
STR025	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	<ol style="list-style-type: none"> <li>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.</li> <li>2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working</li> <li>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.</li> <li>4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff.</li> <li>5. Develop and monitor HR improvement plan.</li> </ol>	8	Same	This is all BAU activity now. The risk will be monitored over the next quarter before a decision is made on closing the risk.
STR011	Reduction in capacity 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, especially for residents in hardship.	Director of Resources	Business Continuity	<ol style="list-style-type: none"> <li>1. Increased funding to a new enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations.</li> <li>2. Ongoing Barnet Partnership Board meetings</li> <li>3. Continue to work with all Prevention providers</li> </ol>	12	Same	Work as part of implementing the new administration's manifesto is being carried out with the Cost of Living framework a priority project. A paper will go to Policy & Resources Committee in September 2022, which is expected to set out the draft strategy.
STR026	Embedding the new administration's priorities	Lack of preparation and slow response by the organisation to shifting priorities could lead to the failure to deliver the administration's commitments and expected outcomes.	Chief Executive	Staffing & Culture	<ol style="list-style-type: none"> <li>1. Assessment of manifesto to identify the commitments and likely impacts on budget (funding) and resource (ie staff)</li> <li>2. Regular meetings between the CEO and Leader</li> <li>3. Regular meetings between CMT and committee leads</li> <li>4. Development of Mobilisation Programme for delivering priority commitments</li> <li>5. New Transformation Director being appointed to take the lead on developing longer-term change programme</li> <li>6. Updated committee structure incl. Chairs/Vice Chairs</li> </ol>	6	Same	Immediate manifesto priorities being co-ordinated through Mobilisation Programme. These include: Community Skips, Additional Street Cleansing, Community Safety Hub, Ward Walks, Citizens' Assembly, Community Participation Strategy, Resident Experience (Front Door) and Cost of Living Framework. Project leads identified and meeting weekly with CEO. PID drafted, along with high-level programme plan and risk log. Bi-weekly progress updates being provided to the Leader/Committee Chairs. Transformation Director being recruited to lead on delivery of longer-term change programme.

Strategic Risks Q1 22-23

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STR027	Cost of living	Financial hardship being experienced by more residents and businesses / to a greater degree could lead to increased demand for council services, increased local unemployment, more people in crisis and increased debt / non payment, resulting in pressure on services (capacity / turnaround times / quality of service) and pressure on the council's finances.	Director of Resources	Finance	<ol style="list-style-type: none"> <li>1. Prevention activity in place such as crisis funds, communications on sources of support and how to access, welfare advisers.</li> <li>2. Continued communications with welfare and VCS partners</li> <li>3. Support of Food Hub and foodbanks, usage is monitored</li> </ol>	16	New	This is a new risk based on the increased cost of living and expected future further increases to fuel, food etc. The inherent and residual scores are currently the same as there are limited mitigations in place due to not currently knowing what support will be available. The framework being drafted for September's Policy & Resources Committee will clarify some of this and our future ambitions to support residents and minimise impact to the council.