

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
AD001	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, legislative changes and, specifically related to Covid-19, the availability of funding streams, reimbursements, on-going support and future waves could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. The council will also liaise with Health to submit Covid-19 returns, understand when funding will cease, the transition process and any communication activities required. 	20	Increased	The risk has increased due to the budget position at the end of Q1 and further deterioration being anticipated. Although the service continues to do all it can to manage the budget whilst meeting statutory duties, there is an increasingly pressured health and social care system. Actions include senior sign-off of all high-cost packages, the negotiation of rates (including block contracts), quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services. As part of 23/24 business planning a review of 22/23 savings has been carried out and remains on track to deliver. Inflation and pressures (since budget setting snapshot) are being reviewed alongside savings and demand management opportunities for the 23/24 business planning period.
AD004	Failure of care provider	A care provider suddenly being unable to deliver services could lead to a Health and Safety Executive (HSE) breach or harm to individuals resulting in a violation of statutory duty and financial consequences.	Assistant Director for Community and Performance	Business Continuity	<ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> Regular collection of information (PPE, Covid-19 cases, staffing levels, hospital admissions) to target support where it is needed most. Developed a new One Care Home approach, working with health colleagues to provide clinical support to care homes. The service 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 access 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). The service are also reviewing business continuity plans with care homes in response to the new mandatory vaccines regulations to ensure that homes a) have plans to deal with staff shortfalls and recruit accordingly and b) assess risks to residents and ensure resident needs can be met. The Integrated Care Quality team has recently established a 'markets, sustainability and contracts' function to review risks of provider failure across ASC markets. Working across North Central London region to have a co-ordinated approach, share best practice and support care providers across the region. 	16	Increased	There are currently two care homes under provider concerns where if improvements are not made over the next 3-6 months CQC may consider notices of termination. Both homes are signalling their commitment to make improvements and are working with Care Quality to prevent service failure. In addition, one nursing home, is temporarily closing because of a decision by the provider to refurbish. There are 15 residents who need to be moved, and the impact on market capacity is expected to be minimal.
AD016	Leisure management contract - annual payment	Financial performance impacted by Covid-19 and leisure centre closures in 2020/21 could lead to the agreed contract commercial position not being achieved resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets.	Assistant Director Greenspaces & Leisure	Finance	<ol style="list-style-type: none"> Performance and Commercial Meetings in place with operator which includes representation from LBB finance and a third party consultant (FMG consulting). Information shared with Director of Resources and Executive Director, Adults & Health to aid decision making processes. 	15	Same	Commercial and legal review was completed by both the council and GLL. A revised annual payment profile including variations to service has been submitted by GLL. The contract variation is currently in draft - this was expected to be completed in Q1, however further commercial discussions are underway to ascertain the impact of rising cost of energy and the subsequent operational pressures. Conclusion of the contract variation is on hold following further commercial discussions.
AD018	Leisure management contract - annual payment - energy costs	Increasing cost of energy and failing to explore/implement mitigations could lead to financial pressures for the operator and the agreed contract commercial position not being achieved, resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets.	Assistant Director Greenspaces & Leisure	Finance	<ol style="list-style-type: none"> Performance and Commercial meetings take place with the leisure operator to monitor the financial and business continuity risks, and identify solutions. Meetings include representation from LBB finance and a third party consultant (FMG Consulting). 	15	New	Officers from Greenspaces and Leisure and Finance are working with GLL to ascertain the predicted financial and any likely operational (business continuity) pressures pertaining to the increase in energy costs. This includes the opportunity to pre-purchase energy, reviewing mitigating actions such as installation of pool covers and completion of works within leisure facilities that will improve efficiency and reduce energy consumption.
AD017	Shortage of community equipment	Nationwide delays in equipment supply caused by Covid-19 pressures and Brexit uncertainties could lead to shortages of frequently used items and delays in discharging people from hospital or people receiving prescribed equipment resulting in negative impacts to their health and wellbeing and financial implications to the council.	Head of Care Quality	Statutory Duty	<ol style="list-style-type: none"> The council is working very closely with contractor to monitor and mitigate risk, including: <ul style="list-style-type: none"> Increased focus on collections where appropriate to recycle/reuse equipment which is unused. Prescribers are advised to inform contractor if they are aware of any unused items in the community. Contractor is driving a collection campaign via social media posters and focus phone calls to existing customers. Additional driver allocation to increase collections of Out of Stock (OOS) items. Reviewing and triangulating data on number of people, length of time waiting and assessing risk. Out of stock list is shared with prescribers to explore suitable alternatives and to encourage prescribers and authorizers to not place/ authorize orders for products that are out of stock <ul style="list-style-type: none"> OOS list updated daily on Online ordering system. OOS list shared with prescribers via regular emails, prescriber meetings and newsletters. Contractor/council contract officer review OOS list 2x weekly; council officer challenge and encourage provider secure products asap. <ul style="list-style-type: none"> Close Technical Equivalents (CTEs) are explored and authorised in the interim without delay. Contractor continue to explore alternative suppliers, explore stock availability in their other depots. Contractor/council officer in regular contact with neighbouring LA/health authorities to ascertain supply issues/explore opportunities for joint working to resolve stock issues e.g. NCL CCG/LAs. Occupational Therapy (OT) lead (Equipment) working with prescribers to risk assess and consider any of the available standard stock products (as an alternative) as a temporary solution to safely meet people's needs. OT managers are advised to explore same approach in the interim when discussing cases with OT teams. Increased communication to A&H team leads, SMT to brief OOS issues; to manage expectation on both prescriber/ end user; and to encourage joint working to use available equipment efficiently. 	15	Increased	Whilst national stock issues have lessened the performance of the council's contracted provider, this has worsened leading to issues with both stock and order fulfillment. This had impacted on hospital discharge. The provider are in formal provider concerns and have an improvement plan which is beginning to yield improvements. As a contingency, the council is establishing more extensive mutual aid arrangements to expediate the process of clearing a backlog in unfulfilled orders.
ASS004	Non-compliance with data protection legislation including GDPR	Council staff and partners failing to follow GDPR legislation including the organisation's policy and processes could lead to data protection breaches resulting in enforcement action and monetary fines, complaints, adverse impact on individuals and claims for compensation.	Assistant Director Assurance	Information Governance	<ol style="list-style-type: none"> Information Management's framework of policies, and a specific data protection toolkit controls is published and regularly reviewed All staff receive e-learning (including at induction) and follow up training offered in more sensitive areas There is effective incident management, and Information Management Governance Groups Council wide Security Board meets quarterly, chair by the SIRO and Security Operations Forum, meets monthly, chaired by the deputy SIRO Key contacts within the council have been receiving guidance Ongoing communications to council staff on information management guidance E-learning reminder to all staff, included in initial induction pack for new starters 6-monthly reporting to CMT for discussion and review. 	16	Same	The Data Protection Annual Assessment submission was finally submitted on 30 June 2022, just within deadline. The amount of time and resource it has taken to reach the required 95% completion rate has been extensive. Officers are not completing the module in a timely manner and managers do not appear to be monitoring their officers completions of these mandatory modules. The core data within the system is also inaccurate which has caused further issues with extensive data cleansing. This remains an area of high risk, discussions have been held at CMT and further actions have been assigned to assist with this continued problem of non-compliance.

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C&P033	Lack of liquidity in the financial markets	An economic downturn could lead to higher interest rates (public/private sector borrowing), making external funding sources more challenging and resulting in worsening viability of developments across the council.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Monitor capital markets and discuss with LBB finance and external development partners quarterly.-Potential to look at alternative funding models. 2. Explore other government funding opportunities. 	15	Same	The team are aware that the Public Works Loan Boards interest rate has increased the impact on our schemes. We are monitoring the interest rates that have not yet imposed a detrimental impact on any of the development sites and where there are viability challenges due to other causes. The design of all affected sites is under review due to the effects of this. The teams are also reviewing the design.
C&P017	Capital projects supply chain issues	Supply chain issues (rising labour and material costs, labour and material availability issues, fuel shortages) experienced by capital projects could lead to project delays and/or price increases resulting in impacts to the viability of projects and the delivery of outcomes on time.	Director of Growth	Finance	<ol style="list-style-type: none"> 1. Project cost plans and business cases to assume high rate of inflation. 2. Projects to ensure regular gateway checks are undertaken including updated cost plan to recheck scheme viability. 3. Identify and consider methods of construction with reduced likelihood of cost inflation. 4. Identify areas for value engineering to be called upon if necessary. 5. Ensure appropriate provisions within construction contracts to protect the council. 6. Where shortages are reported, check in with contractors to establish if there is any impact. 7. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. 8. Exploit all available opportunities for addition funding across the capital programme, including the teams that already have funding resources identified. 9. Quarterly update to CSB on current inflationary impacts to the construction industry. 	16	Increased	Due to the nature of this risk, actions can only relate to how we can be prepared to respond to increases rather than preventing them as this is a global issue at present. Scoring increased due to cost increases continuing to be reported across the sector.
C&P008	Effective utilisation of S106 Income	Inappropriate allocation and drawdown of available S106 income by services across the council within the agreed timescales could lead to freeholders seeking repayment of contributions resulting in expected local infrastructure investments not being realised and significant reputational damage.	Director of Growth	Finance	<ol style="list-style-type: none"> 1. Working group meets quarterly this provides a means of overseeing expenditure 2. RE have lead officer to monitor allocations and ensure planned expenditure is tracked. 3. Ensure S106 funds are drawn down in a timely manner and technically expired funds are recognised as applied where appropriate or suitable use is expedited. 4. A list of expiring funds annually, this is given particular focus in considering allocations. 5. Work with key service areas with the largest unspent amounts to ensure appropriate plans within the capital programme are approved and that schemes are drawing down funds. 6. Clear up any historic draw down of funds that remains incomplete. 	15	Same	It is better to reduce once personnel are in place to help manage the correct process. Transport infrastructure Portfolio Lead is now appointed and will be prioritising resolution of unspent S106 budgets
TBG002	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Statutory Duty	<ol style="list-style-type: none"> 1. Policies and procedures include H&S management system; training; induction for new staff, management structures for contract management 2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment 3. Violent and Abusive register & Vulnerable Tenant password scheme 4. Internal specialist HS&C function 5. Senior officer, Audit & Risk Committee, Resident Board & TBG Board oversight of HS&C 6. Comprehensive schedule of internal audit by Mazars 7. Policies & internal Exec/SMT leads for safeguarding 8. 3rd party expert advisors 9. Involvement on London Councils and MHCLG Directors Fire Safety forums 10. Approved £52m programme of fire safety works to higher risk blocks 	15	Same	Good progress on delivery of the £52m fire safety programme continued during Q1, with sprinkler and alarm systems to tower blocks now complete. Risk mitigation works at LPS blocks Stanhope and Holmsdale in N11 continue to progress. Member briefings in respect of redevelopment proposals for LPS blocks are currently being arranged.
C&P038	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Assistant Director - Parking	Finance	<ol style="list-style-type: none"> 1. Budget setting/monitoring process - monthly reporting 2. Tracking income levels regularly 3. Medium term financial models to be widely shared and understood 4. Strong activity linking to all budget monitoring and close contract management. 	20	Same	Changes to motorist behaviour following Covid-19 have continued to have a detrimental effect on immediate and longer-term Parking Income in Q1 due to drop in demand for paid parking and reduced car journeys. Whilst the parking Programme contains potential for compensatory measures there are budget requirements to deliver and inherent risk in the ability of a large programme to deliver savings by a specific date.
C&P039	Governance arrangements with contractors	Lack of established clear roles, responsibilities and governance arrangements with all contractors (CSG, RE, NSL) could lead to the outsourced delivery model failing resulting in reduced quality of service, safety of the highway and budget position.	Assistant Director - Parking	Statutory Duty	<ol style="list-style-type: none"> 1. Regular contract management meetings 2. Improved KPIs and penalties in the new enforcement contract 3. Horizon scanning for risks to contractors 	16	Same	The risk score has remained the same in Q1 due ongoing negotiations with Re on the delivery and implementation of CP2 schemes within the CP2 programme, and lack of clarity on whether the parking team will be able to raise Works Orders with the term maintenance contractor to ensure compliant, enforceable schemes are in place. Task and finish will be considered in light of end of contract glidepath During Q2 the NSL parking enforcement contract KPIs are still under review and it is anticipated further detail will be reported on the outcome of KPI negotiations at the end of next quarter.
C&P040	Relationship with Transport for London	Financial difficulties facing TfL following the pandemic could lead to a substantial reduction in Local Implementation Plan (LIP) funding for LBB, or possibly no funding at all for the foreseeable future, resulting in loss of skills and resources providing some of the statutory functions of LBB as a highway/traffic authority and impact the ability of Barnet to perform some of its statutory duties in the areas of road safety, traffic management, sustainable transport, etc.	Director of Highways and Transportation	Finance	<ol style="list-style-type: none"> 1. Build through regular liaison a thorough understanding of TfL's likely future funding levels and policy direction. 2. Seeking internal adjustment of budgets and programmes in accordance with any TfL funding gaps. 3. Regular contact with TfL to ascertain likely future funding levels and policy direction. 4. Proactive adjustment of budgets and programmes in accordance with any arising funding decreases. 	16	Same	Negotiations between TfL and central government continue to result in limited funding being made available to London boroughs, with a further extension beyond 24 June 2022 to 13 July 2022. No further progress has been reported on agreeing a longer term financial settlement. Delay in this settlement continues to have significant impact on borough funding. Regular meetings are taking place between Barnet and London Boroughs representatives with TfL and a number of letters have been sent to TfL to highlight our concerns with uncertainty and lack of funding. Deputy Chief Executive, Director of Highways and Transportation and Strategic Lead Commissioner, Highways, have continued holding meetings with TfL, London Councils and other London local authorities to emphasise the risks and concerns with uncertain future. The dialogues will continue until the future longer term financial position is clarified. Following a call with TfL on 26 July 2022, indications are that an agreement has been reached between DfT and TfL for £3.8B. TfL are assessing the proposal and indications are that by end August a statement on what this means for the borough will be released.
CSG003	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Business Continuity	<ol style="list-style-type: none"> 1. There are multiple-layer firewalls to protect the environment. 2. Annual Security Health Check (Public Sector Network (PSN) Standard). 3. PCI Accreditation. 4. Annual review of over 100 cyber security controls, aligned with ISO 27001. 5. Anti-virus on the server estate. 6. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. 7. Receive weekly updates from NCSC to confirm vulnerability status. 8. Receive weekly and critical updates from Microsoft/ Capita. 9. Annual Cyber Security training and awareness for staff. 10. 24hr Emergency Response 	15	Same	Website health recommendations and M365 health check have been implemented. Work is now focused on working with BC leads to review plans and increase assurance on how impact might be managed.

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C&P031	Material and labour shortage	The compound effect of Brexit and the pandemic could lead to a shortage of building materials and skilled labour, resulting in higher Capex costs across all developments and an impact on project viability.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Ensure efficient cost-led design and specification are adopted. Explore alternative construction methodologies/Modern Methods of construction (MMC) to reduce packages, skilled labour etc. 2. Cost to be reviewed through viability assessments at each stage. 3. Monitoring the development programme (to mitigate any delays which may result in increased exposure to cost inflation). 	16	Increased	The risk score has increased as build cost inflation is currently rising monthly. Due to an economic downturn, the market remains volatile along with the increase in raw material costs and high inflation. The labour market is continuing to be extremely busy, which is likely to impact construction costs. The service is continuing to monitor this closely.
C&P032	Support for development	A sudden change in political and resident support to development schemes could lead to an impact on the will to support the development schemes resulting in reduced viability of the scheme.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Closely monitor local news. 2. Liaise internally with Leader/CMT and Ward Members. 3. Monitor any changes to ensure sufficient time for assessing impact and adapt to incorporate the changes. 	16	Increased	The risk score has increased. One briefing session has been undertaken with the new administration, with more planned. It is likely some sites (i.e. Danegrove) will be impacted due to Labour's manifesto on protecting green spaces i.e. especially loss of green spaces. This will be closely monitored as it will have a programme and viability impact.
C&P002	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. 2. Dedicated finance resource provides a direct liaison between the council's finance team and the project. 3. Ensuring mitigation plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. 4. Regular updates are provided to Housing and Growth Committee to provide an update on mitigations strategy and to inform next steps. 5. Station funding and finance strategy has been reviewed by government board and will be finalised in summer 2022. 	15	Same	As reported to previous committees, the risks identified previously are currently crystallising as expected. The team has developed a proactive funding and finance strategy that is intended to deliver the completed station by late 2022, for operations to begin in the first part of 2023. This strategy has been developed via Governance Board, with monthly monitoring and also regular reports to relevant committees.
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"> 1. Revise MTF5 Growth Modelling to reflect income reduction scenarios for the council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council. 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT). 4. Production of robust, high quality business cases including sensitivity testing. 5. Effective procurement processes and choice of contract type. 	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.
C&P026	Major project delivery failure	Lack of periodic review of project management controls and resource capacity as the capital programme (inc. Hendon and Brent Cross) could lead to projects being delayed and future growth plans undermined resulting in stakeholder dissatisfaction, delays in delivering growth, financial and commercial damage.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. Project Director appointed for significantly sized projects. 2. Additional PMO support appointed. 3. Monthly project meetings and reviews. 4. Appropriate Governance Boards established covering each portfolio. 5. Integrated programme management office established. 6. PMO monitor programme wide resource as well as interfaces between projects. 7. Ongoing action weekly and monthly meetings which feed up to Hendon and Brent Cross Governance boards and other relevant boards. 8. Monthly finance and commercial meetings are now taking place and these review resourcing gaps. 9. A communications plan is in place and a communications specialist is employed to manage communications and stakeholder management and to put in place some required communications tools so that the project can be managed effectively. 10. Governance, project controls and project status to be reviewed at regular frequencies and at project gateways as a minimum. 	15	Same	New portfolio leads expected to be in place for summer this year. Remit to make sure that projects are delivering in line with project and programme methodology. There have been some recent examples identified where improvement is necessary.
RE004	Unsafe/ unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project could lead to identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions.	Head of Housing and Regeneration	Statutory Duty	<ol style="list-style-type: none"> 1. Triage and prioritisation system to sustain resources on highest risk cases, especially in the context of departures of existing staff in spring 2022. 2. Tracking of backlog cases to ensure that the list of properties still requiring a site visit and assessment is known. 3. New additional and selective licensing schemes for HMOs adopted, and further selective schemes will go out for public consultation; this ensures the schemes will be ready to implement when resources are identified. 4. New team leader position agreed January 2022 to facilitate uplift in management capacity for scheme implementation and wider staff recruitment processes (necessary for licensing scheme implementation). 5. Continuous recruitment underway via Capita recruitment and other available channels such as Middlesex University student placements; with permanent roles, agency and temporary options available to candidates. 	16	Same	The final draft SPIR has been submitted for internal governance approval prior to being signed by the client. A temporary Homes for Ukraine officer has been identified and the appointment is proceeding. Cost pressure submitted for required £200K cashflow needed to support first two years of Additional Licensing Scheme implementation.
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"> 1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff 5. Remote working audit completed 6. Regular audits undertaken 7. PCI (payment card industry) accreditation 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads have provided plans in case of a cyber security event 	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.

High Level Risks Q1 22-23

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C&P037	Capex and revenue project costs	Uncertainty of construction cost increases through inflation could lead to lower than anticipated revenue projections resulting in the project being less financially viable than the approved business case.	Assistant Director - Development Delivery	Finance	<ol style="list-style-type: none"> 1. Value engineer to manage any potential cost overspending. 2. Managing the design and cost plan process. 3. Implementation of robust procedure in place to manage workstreams and cash flow within the approved budget forecast. Provide updates regularly at project board and weekly review meetings. 4. Adjusted the construction procurement strategy to reflect the market which comprises a two-stage tender process that enables a preferred contractor to be selected at the second stage to work with the council on an agreed tender price. 5. Periodically review development appraisal. 	15	Same	Continued inflationary pressures keep this risk score high. The treatment actions are due, to take effect this quarter in response to the persistent inflation pressures. Additional mitigations, such as value engineering, will take effect following the appointment of a contractor during the Royal Institute of British Architecture stage 4/technical design.
TBG001	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing and Regeneration	Finance	<p>Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by:</p> <ol style="list-style-type: none"> 1. Ongoing project to look at further ways of reducing homelessness. 2. Regular performance indicators and financial monitoring. 3. Horizon scanning of legislation changes and lobbying for more funding from government. 4. In house lettings agency for procurement of PRS properties. 5. Improve insight and intelligence through housing Supply and demand modelling. 6. Links to Housing, Homelessness and Growth Strategies outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 10. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process 	16	Same	Overall numbers in temporary accommodation continued to reduce in Q1, reaching the lowest level in over a decade of 2094. Whilst positive, there are a number of factors which put this area at risk: rental inflation in the private rented sector; increased likely demand linked to the cost of living/inflationary pressures on household finances; and slowing of acquisition activities due to market challenges and interest rate increases.
TBG003	Viability of the Housing Revenue Account business plan	External pressures such as above projected interest rates, changes in legislation and carbon neutrality on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in a reduction in service provision to residents or the general fund needing to support the HRA.	Head of Housing and Regeneration	Finance	<ol style="list-style-type: none"> 1. Housing Revenue account business plan model provided by Savills. 2. The HRA Business Plan is monitored twice yearly by Housing and Growth Committee. 3. Plans to develop and acquire new council homes 4. Advanced borrowing - money borrowed in advance whilst interest rates are low. 	16	Same	Barnet Homes Asset Management Strategy approved March 2022 and implemented. Workshop on HRA business plan to be held.
C&P055	Winter service depot	The winter service lease agreement with Harrow coming to an end could lead to the council being unable to find an alternative location for winter service provision resulting in business continuity implications if the service cannot be provided and a breach of statutory duties.	Street Scene Director	Business Continuity	<ol style="list-style-type: none"> 1. There is a Depot Board in place to review strategic requirements for the services provided at Barnet depots. 2. Board to agree an interim arrangement for when we vacate Harrow Depot until the permanent salt barn and plant storage has been finalised. 	15	Same	The borough will continue to utilise some salt storage capacity at the Harrow Depot for the 22/23 winter season. However an alternative location for salt storage for circa 1500 tonnes will also be installed in the existing Oakleigh Depot in time for the start of winter season (October 2022), and the winter gritting service will operate from here.
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"> 1. Prevention activity in place such as crisis funds, communications on sources of support and how to access, welfare advisers. 2. Continued communications with welfare and VCS partners 3. Support of Food Hub and foodbanks, usage is monitored 	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.