

Our Plan for Barnet Pillar	Risk Title	Risk Description	Residual Risk - Total	Current Quarter Review Summary
Caring for People	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.	16	<p>Whilst overall numbers in temporary accommodation remained relatively stable with modest increases during Q4, increases in homelessness demand and the continued reduction in available supply of Private Rental Sector (PRS) properties available to rent, along with PRS rental inflation is creating challenges in finding suitable affordable accommodation for those who need it. Increased demand for homelessness services linked to the cost of living/inflationary pressures on household finances, and slowing of acquisition activities due to market challenges and interest rate increases continue to keep the risk rating high.</p> <p>GLA funded acquisitions programme has completed and the ODH acquisitions programme has been confirmed for the next 100 homes taking the total to 300 during 23/24. A new business case will be required for the remainder of the programme which is planned to deliver a further 200 homes. Tranche 3 new build programme will also complete by the Summer of 2023 with the final scheme at Basing Way Green.</p> <p>Draft homelessness and rough sleeping strategy was approved for consultation by Housing and Growth Committee on 23 March 2023.</p>
Caring for People	Shortage of community equipment	<p>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.</p> <p>In addition to the risk of general supply shortages, the Council's existing community equipment provider is exiting its contract with the Council effective 31 July 2023. The Council is working with the provider to ensure service continuity and identify an alternative provider. Any contract exit of this scale carries risk as staff working for the provider may seek to leave before the contract ends.</p>	16	<p>The provider has asked to exit our contract effective 31 July 2023. The council is working with the provider and Brent Council (who are also parties to our contract with the provider) on a transition plan. Assurances have been given by the provider around maintaining service continuity and this will be monitored closely. There remain operational performance concerns at the same level as last quarter. Alongside managing the existing service the council is also seeking to establish new long-term commissioning arrangements and also identify short-term contingency measures should contract exit not be orderly. These discussions are on-going.</p>
Caring for People	Statutory timescale failure	An increase in EHCPs and children with Autism could lead to pressures on staffing in a Early Years and specialist teacher support, as well as in the SEN team resulting in limited support to children in schools, demand for independent out of borough placements and increased provision requests via SENDT tribunal, as well as an difficulties for SEN staff to complete annual reviews within statutory timescales resulting in increased in complaints and financial costs.	16	Budget pressures bid accepted by the council and funding for extra staff has been granted. Roles were advertised 6 March 2023.
Caring for People	Strain on SEN transport	An increase in the number of borough ECHPs could lead to increased demand on SEN Transport resulting in additional resource requirements to meet additional demand.	16	Transport user group to be set up to include schools, transport and parents. Terms of Reference have been shared with BPCF for input which can be used to start the conversation at the first meeting. Head of SEN Transport to lead. This will include review of SEN transport strategy.
Caring for Our Places	Barnet Hill - A1000	Instability and / or failure of the TfL owned bank above High Barnet Underground Station could lead to closure of the A1000 and High Barnet Underground Station resulting in significant disruption to the highways network.	15	Plan commencement of selected vegetation clearance and installation of water filled barriers to prevent vehicle overrun at the top of the bank.
Caring for Our Places	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.	15	<p>The £52m fire safety programme all but completed in Q4, with just a small number of properties where access has not been allowed remaining. Risk mitigation works at Large Panel System (LPS) blocks in N11 are complete but awaiting electrical substation works to be finalised before final project completion. Resident consultation to commence in April 2023. Report on mould and damp submitted to Housing and Growth Committee in January 2023, action plan for resolving issues agreed and progress reported on again in March 2023.</p>

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Caring for Our Places	LB Barnet Road Condition	Surface and Subbase failure could lead to impact on movement of the carriageway, cracking and drainage system failure, resulting in disruption to the highways network in the location effected, and financial loss due to an increase in insurance claims.	16	Surveys currently being undertaken and due to run into April 2023 subject to review and continuous monitoring. Action plan to be developed based upon survey outcome.
Caring for Our Places	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.	16	Team has come back in house with a significant number of vacancies, which were being addressed by temporary staff. Job roles have been assessed and recruitment processes are underway for hiring for those roles.
Caring for Our Places	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.	15	The new temporary salt barn at Oakleigh Road is now complete and salt deliveries commenced early October 2022. This will reduce the dependence on Harrow. The council is still using Harrow for the reserve salt storage. Therefore, the Harrow risk now only relates to contingency plans rather than the whole operation. The council is expected to have access to proposed permanent location for its new salt barn on 25 January 2023. Project team are now working to procure contractors to deliver salt barn on site. Arrangement at Harrow depot to be extended until permanent facility is in use. We have instructed design works for the new permanent facility at Oakleigh depot. We intend to be delivering this with existing contractors that have been already procured and will be visiting case study sites during April.
Engaged and Effective Council	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	15	The key elements of this risk relate to Brent Cross West Station, which is reducing as the construction process nears its end and uncertainty about the final capital cost reduces. Positive discussions have been ongoing with the station contractor regarding contract close out and this is expected to conclude in May. The risk focus now remains on the operational and maintenance agreements which are being negotiated with DfT and the train operating company. This agreement will be finalised over the coming months. Once closed off the remaining financial risks relate to delivery of the Brent Cross critical infrastructure which is also nearing completion apart from the waste transfer station which will remain as an ongoing risk during delivery, albeit with a lower impact score expected.
Engaged and Effective Council	Affordability of Capital Programme	Economic outlook and 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 and/or reduction of available funding resulting in impacts to the viability of projects and the delivery of outcomes on time.	15	This risk has been reduced this quarter due to additional funding becoming available. It also now incorporates the impact of costs of borrowing and also amalgamates risk C&P80 which relates to available funding which arises from third party developers.
Engaged and Effective Council	Audit actions not implemented	Audit advice and/or agreed actions not being implemented could lead to a deterioration in the council's control environment resulting in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	16	Since the last quarterly update, work has been ongoing on the audit actions due for completion in Q4. At time of writing, only 26% of actions due by 31 March have been confirmed as implemented. Although this % will likely increase by the end of Q4, the target of 90% will not be achieved. A number of actions relate to Re and it has been confirmed that at least 9 (19%) of the actions due in Q4 will not be delivered pre-transfer back to LBB on 31 March 2023. It not yet known if the remaining 55% of actions will be implemented by year end; the final outcome will be reported to the Audit Committee on 26 April. As performance has not improved significantly, the risk rating remains at 16.
Engaged and Effective Council	Contract transition (CSG) - HRCore impact on Oracle Programme	A council decision to bring the HR Core Admin service back in house earlier than originally planned by August 2023 (as recommended as part of the Oracle Programme), could lead to the transition of service happening under a tight timeline, resulting in poor service delivery, financial loss, breach of statutory obligations and reputational damage	16	The Oracle Programme workstream has recommended that HR Core Admin returns to the council by August 2023. We are waiting a formal decision on this in order to issue a formal notice to Capita. Delaying the decision will add to risk of the transition not occurring smoothly. If transition is to be later than August 2023 then there will be delays to the Oracle Programme.

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Engaged and Effective Council	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	All staff were sent a simulated phish email as part of testing resilience. Recommendations following this simulated campaign are being reviewed and implemented. The council's Security and Digital Boards will be updated with actions and recommendations that require organisational sign off.
Engaged and Effective Council	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, legislative changes, could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	20	The service continues to do all it can to manage the budget whilst meeting statutory duties. There is an increasingly pressured health and social care system and social care market. 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 the 2022/23 FY comes to a close we will be assessing the end of year position and developing any additional plans, if required, to manage demand and cost pressures.
Engaged and Effective Council	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	The service is in the process of implementing actions raised from the PwC audit, the business continuity lead review, and those tied to the recently received DLUHCs funding. The council's Security and Digital Boards will be updated with actions and recommendations that require organisational sign off.
Engaged and Effective Council	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.	15	HBPL have been instructed to complete variations to the leisure management contract to reflect agreed amends to commercial and performance schedules within the leisure management contract.
Engaged and Effective Council	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.	15	Energy tariffs continue to apply pressure to the leisure industry with increased operational costs. GLL have continued to implement interventions across the estate to reduce energy consumption. National government has announced that £63m will be available (via Sport England) to support the industry to become more energy efficient - this will be explored further locally once further information is available.
Engaged and Effective Council	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.	16	Service based reminders have been sent and the concern of non-completions raised again at Security Board. Annual Data Security and Protection Toolkit Assessment is due for submission before the end of March. Council completions are currently at circa 80%, but need to be 95% or more before the submission can be completed. Residual issues regarding the transfer of data from HR Core to POD appear to have been resolved. Managers completing SLAM forms in a timely manner is still a concern.
Engaged and Effective Council	People attrition	Difficulties recruiting and retaining experienced and qualified staff could lead to negative impacts on service delivery resulting in business continuity and statutory duty implications to the council.	15	Working with LBB Recruitment & HR to get critical roles advertised including that of Operations Manager (Traffic & Compliance), PMO Manager, Highways Manager and Design Manager. Work also done to ensure contract staff (both direct and agency) are able to transfer with new contracts on 1st April.
Engaged and Effective Council	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.	16	The risk score has increased as a result of HR identifying a significant number of vacancies in the Capita establishment[s] transferring under TUPE and a need to highlight that some of these roles belong to occupational groups in which there are well known recruitment and retention issues (e.g. town planning). In terms of treatment actions, in addition to the work mentioned in Q3 summary and engaging with relevant stakeholders around the TUPE transfer, there is a renewed focus on employee benefits with the introduction of the Leave Purchase Scheme and appointment of a new Benefits Administrator.

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Engaged and Effective Council	Return of RE services	Uncertainty amongst RE staff during the final three months of the contract or insufficient capability/capacity in the council to manage returning services could lead to business continuity issues, underperformance, recruitment issues and/or staff turnover resulting in poor service delivery, financial loss, breach of statutory obligations and reputational damage.	16	Re services have successfully been transitioned back in house as of 1 April 2023. Q4 performance indicators are in line generally with previous performance. Where resource issues were identified we recruited for those (although normal recruitment challenges remain). Services are now going through the Transformation Programme as part of the wider service transformation across the council. Provided there are no issues over the next quarter, and the first payroll is run successfully, this risk will be closed next quarter and any remaining actions dealt with as business as usual.
Engaged and Effective Council	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.	16	Changes to motorist behaviour following Covid-19 appear to have stabilised at a lower than previous level. The Parking team will continue to monitor it. 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.