

New Risk ID	Risk Level	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Our Plan for Barnet Pillar	Our Plan for Barnet Theme	Controls and Mitigations in Place	Residual Risk - Total	Treatment Actions	Direction of Travel (from)	Current Quarter Review Summary
ES025	Joint	Children's	School budget pressures	Falling rolls could lead to schools facing additional budget pressures resulting in an impact on the quality of education.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	Caring for People	Family friendly	<ul style="list-style-type: none"> 1. Annual pupil projections; regular school organisation and place planning reviews. 2. Support schools to reduce planned admissions where appropriate. 3. Provide advice and training to schools on management of budgets, including staff restructuring to reduce salary costs. 4. Explore new governance and organisation options. 	16	<ul style="list-style-type: none"> 1. Review schools census data. 	Increased	Increased risk score since last quarter due to budgetary information for 22/23 and 23/24. Demand for Reception places remain down for September 2023 and the long term projectors are that we will be 600 Reception pupils down by 2026 (20 forms of entry). This is already having an impact on school budgets meaning that there is not adequate resource in some schools to fund support for school effectiveness and improvement. Will need to start to look at longer term strategy going forward inc the possible closure/merger of some schools if necessary.
ES033	Joint	Children's	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.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	Caring for People	Family friendly	<ul style="list-style-type: none"> 1. Meeting with Head of Service (Transport Brokerage and Contract Management) regularly 2. Promoting Personal Budgets and Independent Travel Training 3. Including SEN Transport considerations in discussions about increased specialist provision. 	16	<ul style="list-style-type: none"> 1. Look at ways to reduce SEN Transport requirements and demands on SEN Transport budget. 2. Meet with the council to discuss increased demands. 	Same	Transport User group established. They will need to co-produce a new SEND Transport policy for consultation when the new DE home school transport guidance is published. Continue review of placements to identify Key stages at which CYP could come back into Borough.
AD017	Retained	Adults	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	Caring for People	Living well	<ul style="list-style-type: none"> 1. 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. 2. 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 email, prescriber meetings and newsletters. 3. Contractor/council contract officer review OOS list 2x weekly; council officer challenge and encourage provider securer products asap. - Close Technical Equivalents (CTE) 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/LA. 4. 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. 5. 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. 	16	<ul style="list-style-type: none"> 1. Work with partners e.g. NCL leads to share intelligence/ knowledge and to explore opportunities for joint work to resolve Out of Stock (OOS) issues. 2. Review and ensure that alternative options are considered to keep people safe/ to avoid delays in hospital discharges due to OOS equipment. 3. Explore alternative ways to meet needs of the residents as an interim/ temporary measure such as needs being met either through delaying hospital discharge, additional care or alternative equipment. Agreed regular OT and Health prescriber catch up group to review OOS frequently and to risk rate/migrate. 4. Working with the incumbent provider on a clear transition plan with enhanced monitoring arrangements to maintain service continuity. 	Same	Since the last update we have appointed a new provider and transition planning is on-going. There remain operational challenges which mean the new provider will face a challenging transition including a backlog of existing referrals. We are working with the incoming provider, plus operational teams who order equipment to plan for the transition.
C&P096	Retained	Customer & Place	Barnet Hill - A1000	Instability and/or failure of the Transport for London (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.	Director - Highways and Transportation	Statutory Duty	Caring for Our Places	Safe, attractive neighbourhoods and town centres	<ul style="list-style-type: none"> 1. Detailed assessment by Geotechnical consultants 2. Regular monitoring of inclinometers by Geotechnical company 3. Review of vehicle types and flows to determine appropriate vehicle management resulting in blocking abnormal loads 4. Interim design solutions to reduce water flow from the A1000 onto the bank 5. Development of longer term solutions to maintain the stability of the bank. 	15	<ul style="list-style-type: none"> 1. Monitoring and reporting of changes in bank through geotechnical assessment 2. Development and implementation of short term measures including carriageway edge protection, displacement of water from discharging down the bank and vehicle load management 3. Longer term solution to maintain the stability of the bank with TfL 4. Restriction on abnormal loads above 44 tonnes. 	Same	The identified selective vegetation clearance has been undertaken coupled with the subsequent installation of water filled barriers to prevent vehicle overrun. In addition, the council's design engineers have been commissioned to develop an interim solution that addresses localised drainage solutions to deflect water from discharging straight down the bank whilst more detailed longer-term solutions are developed.
C&P097	Retained	Customer & Place	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 affected and financial loss due to an increase in insurance claims.	Director - Highways and Transportation	Statutory Duty	Caring for Our Places	Safe, attractive neighbourhoods and town centres	<ul style="list-style-type: none"> 1. Detailed geotechnical survey received update report going to strategic commissioning board. 2. Targeted patching and selective resurfacing being done while long term solution is developed. 	16	<ul style="list-style-type: none"> 1. Undertaking of further research and detailed costed design. 2. Identification of funding and delivery of long term treatment solution. 	Same	Vibration surveys have been received and are subject to review. Once these have been analysed further research will be conducted and targeted design work developed. Targeted patching and selective resurfacing is being done in the interim and a design and reconstruction approach will be developed subject to identification of suitable funding.
TBG006	Joint	Customer & Place	New build and development	Unforeseen events in the development process such as cost increases, significant delays on site, health and safety, building regulation changes and contractor insolvency could significantly impact the development programme resulting in adverse financial impact to the council.	Head of Housing and Regeneration	Finance	Caring for Our Places	Quality, affordable homes	<ul style="list-style-type: none"> 1. Design & build contracts seek to fix costs as far as possible in advance. 2. Financial checks on all contractors pre contract. 3. Payment in arrears based on certificated work completion. 4. Site surveys and constraints reports to identify anomalies and ground risks. 5. Three stage business case sign off pre construction, including committee approval. 6. L&B/T&G monthly project boards to oversee scheme progress. 7. Scheme level risk registers. 8. Experienced Employers Agent and construction specialists deployed on all schemes including design, H&S and CDM specialists. 	16	<ul style="list-style-type: none"> 1. Review contingency allowances within contracts that continue to be viable 2. Continue to work closely with Employers Agents and Cost Consultants in respect of market intelligence 3. Engage with GLA and other grant bodies to maximise subsidy 4. Annual financial resilience checks of developer/contractors 	Increased	High build cost inflation and interest rate increases is placing increasing pressure on contractors delivering new build schemes on fixed cost design and build contracts. This is placing increased risk of contractors failing or additional cost claims. As a result the frequency of contractor financial checks have been increased to annual.
TBG001	Joint	Customer & Place	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	Caring for Our Places	Quality, affordable homes	<ul style="list-style-type: none"> Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by: <ul 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 Strategic outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 9. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process 10. Delivered plans to rehouse rough sleepers into more permanent accommodation and purchase homes into Opendoor Homes for use of rough sleepers 	16	<ul style="list-style-type: none"> 1. TBG to deliver Private Sector Rented proposals; <ul style="list-style-type: none"> - To acquire 500 homes over 5 years into Opendoor Homes - To complete tranche 3 Opendoor Homes new build programme of 350 homes - To complete HRA funded delivery of 250 new council homes 2. Deliver targeted homelessness prevention, households placed into the PRS and overall number of households in TA outcomes by April 2023 3. Close monitoring of demand to ensure mitigations deployed effectively 	Same	The purchase of 249 homes at Colindale Gardens (approved by Cabinet in June 2023) will provide additional affordable housing supply at social rents to alleviate homelessness cost pressures in 2023/24. The rough sleeper acquisitions programme, through grant funding from the GLA was successfully completed in Q4 2022/23. We are looking at options for other preventative measures and will hold a workshop in Q2 2023/24. Overall households in temporary accommodation remained well ahead of target for 2022/23, however homelessness demand increased significantly in the second half of the year and is expected to be sustained throughout 2023/24.
TBG002	Joint	Customer & Place	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 harm to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Statutory Duty	Caring for Our Places	Quality, affordable homes	<ul 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 and Vulnerable Tenant password scheme 4. Internal specialist HS&C function 5. Senior officer, Audit and Risk Committee, Resident Board and TBG Board oversight of HS&C 6. Comprehensive schedule of internal audit by Mazars 7. Policies and internal Exec/SMT leads for safeguarding 8. Third party expert advisors 9. Involvement on London Councils and M&LGL Directors Fire Safety Forums 10. Completion of £52m programme of fire safety works to higher risk blocks 11. Completed sprinkler installation programme 	15	<ul style="list-style-type: none"> 1. Develop long term plans for LPS blocks not on existing regeneration estates 2. Deliver action plan agreed by Housing and Growth committee in January 2023, in relation to mould and damp concerns 	Same	The high-rise sprinkler retro-fit programme was completed in Q1 2023/24, with works on the medium and low-rise programme commencing. This includes investigation of specific types of timber framed houses following a significant fire involving a terrace of four houses in Finchley in June 2023. Consultation with residents on options for the Large Panel Systems (LPS) schemes will commence in Q2 2023/24, and a business case is scheduled to be presented to Cabinet in November 2023. Good progress is being made against the Damp and Mould Action Plan as reported to Cabinet in June 2023.
C&P086	Retained	Customer & Place	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, plus staffing issues across the Private Sector Housing Team, could lead to slow response to service requests and identification of issues and delays to proactive activity to search for unlicensed properties resulting in residents being exposed to unsafe/unhealthy living conditions and elongated licensing processing timescales.	Director - Growth	Statutory Duty	Caring for Our Places	Quality, affordable homes	<ul style="list-style-type: none"> 1. Sustain resources on highest risk cases, resource gaps due to staff departures/retirements are being filled interim basis. 2. Continuous recruitment underway and leveling up exercise to be completed for transferred staff 3. Final stages of introducing online licensing which should reduce the pressure in the Licensing Technical Support Team. 	16	<ul style="list-style-type: none"> 1. Recruitment of temporary HMO licensing and enforcement officers is ongoing; permanent recruitment should be possible after levelling up exercise being implemented as part of the re-organisation. 	Same	Sustain resources on highest risk cases, resource gaps due to staff departures/retirements are being filled on an interim basis but this is challenging. Permanent recruitment should be possible after levelling up exercise being implemented as part of the re-organisation in November 2023.

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STR013	Strategic	Customer & Place	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	Engaged and Effective Council	Working in partnership	<ol style="list-style-type: none"> Monthly contract management meetings in place to manage the contract and relationship with CSG Monthly Partnership Operations Board for escalation of any issues identified Joint risk being managed by CSG - IT with controls/mitigations in place Learning portal - mandatory training on Information Management/cyber security for staff Remote working audit completed Regular audits undertaken PCI (payment card industry) accreditation Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register) IC leads have provided plans in case of a cyber security event. Remote working audit - implemented recommendations working abroad policy and external websites. Simulated phish went to all staff, and recommendations will be produced off the back of findings. 	15	<ol style="list-style-type: none"> Spend money on training Implement website health recommendations M365 health check Promote information and security training Implement with business continuity lead action plan. Implement recommendations from simulated phish campaign 	Same	The service continues to add additional controls via training, technical and processes. This includes but is not limited to using a suite of PowerBI reports monitoring and flagging worldwide activity of Barnet users and rogue actors, as well as communications to staff around registering working from abroad. There is continued executive sponsorship and support. We are continually updating our technical mitigations and enhancing our protection.
CSG003	Joint	Customer & Place	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Residential Experience and Digital	Business Continuity	Engaged and Effective Council	Working in partnership	<ol style="list-style-type: none"> There are multiple-layer firewalls to protect the environment. Annual Security Health Check (Public Sector Network (PSN) Standard). PCI Accreditation. Annual review of over 100 cyber security controls, aligned with ISO 27001. Anti-virus on the server estate. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. Receive weekly updates from NCSC to confirm vulnerability status. Receive weekly and critical updates from Microsoft/ Capita. Annual Cyber Security training and awareness for staff. 24hr Emergency Response Microsoft ES security - including: advanced threat protection (ATP), advanced threat endpoint protection ATEP SafeLinks - email URL scanning to protect access to malicious links that are used in phishing and other attacks. Additional cyber security audits with PwC completed, action plan created. Worked with Business Continuity leads to improve plans to manage impact. Applied for and received funding from DLUHC, with action plan linked to funding. The implementation of an online web protection application (Imperva) preventing 0005 attacks specifically for the Barnet websites 	15	<ol style="list-style-type: none"> Develop additional scenario based training to roll out to senior staff (funding provided by London Councils) Implement action plan from PwC audit to be completed. Implement action plan from BC review Implement action plan tied to DLUHC funding 	Same	There has been a great deal of focus on cyber security mitigations, with the implementation of website monitoring (Imperva), the ongoing implementation of complex security controls as recommended by Microsoft through the ES license security stack, a suite of PowerBI reports monitoring and flagging worldwide activity of Barnet users and rogue actors and a current implementation of the Microsoft Sentinel event monitoring tool.
ASS004	Retained	Assurance	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.	Head of Assurance and Business Development	Information Governance	Engaged and Effective Council	Financially responsible	<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	<ol style="list-style-type: none"> Refresh of records and information management policy suite Further communications and engagement with services to ensure the completion of the mandatory e-learning modules. 	Same	A number of service based reminders have been sent again and the risk of non-completions remains. Annual Data Security and Protection Toolkit Assessment was due for submission in March but this could not take place as a result of training statistics not meeting the required threshold. The final submission deadline is June 2023. Services continue to receive chasers in the remaining few weeks. If completion rates do not increase we will be unable to submit our DSP Toolkit assessment and in effect fail to prove we have appropriate security assurances in place. A failure to complete the toolkit assessment could result in the council losing access to NHS patient information, thereby impacting their ability to deliver services.
ASS018	Retained	Assurance	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.	Head of Internal Audit	Statutory Duty	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented Auditees are emailed asking for updates/evidence in advance of quarterly reporting to GARMs Committee Officers are asked for updates against their actions at monthly Internal Controls Board (ICB) and challenged if progress has not been made, with attendance required at GARMs Committee if not implemented Proactive advice is given to services to ensure control environment is not weakened Retrospective monitoring of activity and transactions. 	16	Increased engagement with Capita Operations Director to ensure that relevant CSG actions are implemented prior to transfer of the associated services back to LBB on 1 October 2023 (for CSG Estates) and at planned dates in future for other CSG services.	Same	Work has been completed on the audit actions due for completion in Q4. 63% of actions due by 31 March were confirmed as implemented. The target of 90% was not achieved in any of the quarters in 2022/23. Although performance in the final quarter did improve compared to the previous quarters, until a higher % implementation rate is achieved and this is sustained over a period of time the risk rating will remain at 16.
CBP002	Retained	Customer & Place	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.	Deputy Chief Executive	Finance	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. Dedicated finance resource provides a direct liaison between the council's finance team and the project. Ensuring mitigation plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. Quarterly updates are provided to Cabinet, to provide an update on mitigations strategy and to inform next steps as required. The Station funding and finance strategy was approved in late 2022 and is being reviewed as the station project moves towards close out. Proactive reprogramming to reflect the impacts of external events e.g. strike action on the construction schedule and project costs. Strategy in place to recoup costs arising as a result of third parties including Network Rail. 	15	<ol style="list-style-type: none"> Continue to secure and progress the efficiencies identified in respect of the mitigation strategy, responding to the budget pressures. Monitor and report these on a monthly basis. Proactive development and agreement of a financial strategy for Brent Cross West that does not put pressure on the General Fund. Implement options for efficiency savings and commercial recovery from third parties. Escalation to government sponsoring departments as required by the programme and in the interests of the council 	Same	Agreement has been reached with the station contractor on a settlement agreement which brings more cost certainty to the station final outturn. Commercial discussions remain ongoing with Network Rail on disputed items for the rail systems account. Ongoing discussions with Department for Transport (DfT) and the train operating company, Govia Thameslink Railway (GTR) on amending the station maintenance responsibilities to simplify the funding arrangement. Cost estimate for delivery the waste transfer station has increased due to market conditions. Continued review through delivery with the contractor.
STR028	Strategic	Customer & Place	Affordability of Capital Programme	Economic outlook and supply chain issues (rising labour and material costs, labour and material availability issues, fuel price) could lead to project delays and/or increases in project cost. Increase cost and supply chain issues may impact the viability of projects and the timely delivery of outcomes.	Director - Growth	Finance	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> Capital budget to factor in contingency percentage assuming high rate of inflation. Projects to review and update cost plan in liaison with FBP to reassure viability. Identify and maximise cost savings opportunities including methods of construction, areas for value engineering, etc. 	20	<ol style="list-style-type: none"> Where shortages are reported, check in with contractors to establish if there is any impact. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. Exploit all available opportunities for addition funding across the capital programme, including the teams that already have funding resources identified. Quarterly update to Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. Identify ranked list of priority projects so that opportunity to address economic issues are understood. 	Increased	The likelihood of this risk remains high. However, mitigation and controls can reduce the impact. Current position is for the short to medium term. There is less rejected Capital available to deliver the council's ambitions. In addition, costs and labour shortages remain issues.
CBP055	Retained	Customer & Place	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.	Director - Street Scene	Business Continuity	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> There is a Depot Board in place to review strategic requirements for the services provided at Barnet depots. Board to agree an interim arrangement for when we vacate Harrow Depot until the permanent salt barn and plant storage has been finalised. 	15	<ol style="list-style-type: none"> Depot Board to agree the strategy for winter maintenance depot location Deliver a new permanent salt barn facility at Oakleigh depot Extend arrangement at Harrow depot for bulky storage of salt for one further season 	Same	Street Scene confirmation from Harrow for salt storage requirement will be in place for the coming winter season.
CBP038	Retained	Customer & Place	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.	Interim Senior Parking Lead	Finance	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> Budget setting/monitoring process - monthly reporting Tracking income levels regularly Medium term financial models to be widely shared and understood Strong activity linking to all budget monitoring and close contract management. 	16	<ol style="list-style-type: none"> Monitor through monthly forecasting with detailed data sets and narrative supplied to corporate finance. 	Same	New base income forecasting tools being developed by Finance. Controlled Parking Zones (CPZ) programme income implications to be informed by revised programme and emerging data from implemented scheme (BON).

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AD001	Retained	Adults	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, and 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.	Executive Director - Adults and Health	Statutory Duty	Engaged and Effective Council	Financially responsible	<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. 	20	<ol style="list-style-type: none"> Changing residents behaviours to be more self-sufficient and resilient, strengths based practice Increased focus on wellbeing and maximising the use of existing prevention services Securing funding (financial settlement) at a national level and allocating funds to criteria/areas of demand. Ongoing work with the Association of Directors of Adults Social Services (ADASS) to challenge use of resources and understand best models for managing and delivering care, annual participation and completion of ADASS budget survey Regular analysis to be carried out to identify priority areas of demand Additional winter funding to help meet pressures from hospital discharges and/or continued application of hospital discharge scheme, if available. In-year recovery planning as required 	Same	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) and an annual uplifts process which is particularly challenging with the cost of living crisis, 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. Pressures have been modelled for 23/24 and remain high and one-off pots of money are no longer available.
C&P082	Retained	Customer & Place	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.	Interim Assistant Director - Commercial and Procurement	Business continuity	Engaged and Effective Council	Financially responsible	<ol style="list-style-type: none"> Joint board for the returning services Individual service project teams managing the exit arrangements for returning services Close monitoring of performance and service delivery through Performance Review Meetings and monthly Partnership Operations Board Regular review of Joint Service risks at Partnership Operations Board Capita Transition Group meeting (CMT members) established, fortnightly meetings to oversee the process Post transfer transformation work being picked up by Transformation Project Team Transition groups established and meetings conducted. 	16	<ol style="list-style-type: none"> Ensure transition plan is in place for each affected service including: <ol style="list-style-type: none"> Review third party contracts (held by Capita/Re) Review of IT platforms Exit and transition process are being developed with Capita. Monitor for decision by council 	Same	The Oracle Programme workstream have 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. The matter has now been raised at Oracle Programme Steering Board to progress.
C&P089	Retained	Customer & Place	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.	Director - Highways and Transportation	Staffing & Culture	Engaged and Effective Council	A great place to work	<ol style="list-style-type: none"> Ongoing recruitment for vacant roles including fixed term contract positions where appropriate Targeted campaigns to fill technical roles 	15	<ol style="list-style-type: none"> Refreshed recruitment and retention strategy with support from LBB with a focus on attracting and retaining the right candidates to the roles to populate the approved structure Continuation of the Training, Leadership Development and Career Path planning for all staff to enable them to fulfil their roles and responsibilities and develop their Career Path Align the recruitment and retention strategy with the Procurement Strategy to provide additional capacity to support staff through the peaks and troughs of Business as Usual (BAU) and Project delivery. 	Same	Continue to progress recruitment to fill the high number of vacancies in the service. Design Manager started. Offers accepted for Highways Manager and Member Liaison Officer with July start dates. Actively recruiting for engineering and other technical roles.
STR023	Strategic	Strategy & Resources	Recruitment to and retention of roles in key sectors	National and local difficulties in recruiting to key roles could lead to local recruitment and retention issues resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Chief Executive	Staffing & Culture	Engaged and Effective Council	A great place to work	<ol style="list-style-type: none"> Improved staff engagement Continued promotion of flexible workstyles Development of stronger employer brand, promoting benefits of working for Barnet Effective recruitment processes Increased capacity in Recruitment Team Tailored campaign to recruit and retain children's social workers Targeted campaigns to fill technical roles in Customer and Place Use of Recruitment & Retention payments where appropriate Unified Reward revision EDI Action plan 	16	<ol style="list-style-type: none"> Development of employer brand to ensure the council is an employer of choice Review of recruitment processes to facilitate successful hiring of good candidates Changes to pay structure to allow council to better match external market Agreement with Vivup on new employee benefits scheme/platform. Development of recruitment system Promotion of EDI agenda to ensure that all talent can progress through the organisation New recruitment agency framework for permanent recruitment Targeted recruitment campaigns HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions. 	Same	The council continues to face significant risks in terms of recruitment and retention. However the labour market does appear to be somewhat less tight than in previous quarters. Employment benefits offer has been strengthened with the introduction of a facility for staff to purchase annual leave.