

New Risk ID	Risk Level	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Treatment Actions Delivery	Direction of Travel (from)	Current Quarter Review Summary
STR001	Strategic	Adults	Adults safeguarding	Council services and partners not effectively managing their relevant safeguarding risks could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>Barnet council and partners have signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 19/20. These were updated in 20/21, and represent best practice.</li> <li>The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice.</li> <li>A quality assurance framework is in place which includes independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement.</li> <li>A quality board meets monthly to review the findings from mechanisms in the quality assurance framework and track any improvement against actions agreed.</li> <li>Performance monitoring of safeguarding, happens monthly and quarterly by the adult social care management team and the performance sub-group of Barnet's safeguarding adults board.</li> <li>Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place.</li> <li>The adult MASH has been in place since June 2019 to more effectively bring partners together in safeguarding work.</li> <li>Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM).</li> </ol>	12	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures. The new safeguarding workflow in Mosaic has been embedded and this has improved the recording of safeguarding work.
STR002	Strategic	Adults	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges, quality concerns, closure or staff leaving the sector could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers.</li> <li>Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of service users if required. More streamlined and better focus on quality.</li> <li>Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.</li> <li>Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)</li> <li>Specific support offer has been in place to support providers with Covid-19; support continues to be made available to care providers.</li> <li>Regular reviews of provider business continuity plans.</li> <li>Recruitment campaign to support sector with recruitment challenges.</li> </ol>	9	Treat	<ol style="list-style-type: none"> <li>Intensive management of provider concerns to lift suspensions when safe to do so.</li> <li>Regular reviews of market availability and assessment of DTOC</li> <li>Work alongside the NCL programme on a range of measures to address market gaps</li> <li>Continuing to incorporate sustainability 'health checks' into regular QA discussions with providers.</li> </ol>	30/09/2023	Same	Market capacity remains pressured but concerns are not particularly acute. Longer term work around market sufficiency is being picked up locally and sub-regionally to address known capacity gaps which are not unique to Barnet within North Central London (NCL) (e.g. bed-based solutions for adults with complex needs). One supported living service pending closure but limited impact on overall market sufficiency.
STR003	Strategic	Adults	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> <li>Joint planning and co-ordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Integrated Care System.</li> <li>At the borough level, there is close working through the borough partnership, the joint commissioning unit, the health and wellbeing executive group and the urgent and emergency care board which actively manage plans to control demand pressures in the system.</li> <li>ASC operational managers work with the NHS on the daily basis, to manage demand and pressures.</li> <li>Active monitoring of referral and activity data and discussing any concerns with health partners.</li> <li>Working as an integral part of the integrated discharge team and closely monitoring discharge data.</li> </ol>	12	Treat	<ol style="list-style-type: none"> <li>Joint work across NHS and councils in NCL to improve hospital discharge processes and ensure financial sustainability.</li> <li>Strategic engagement in development of NCL Integrated Care System.</li> <li>Through the borough-focused Integrated Care Partnership work with health partners to help shape how the health and care system develops and improves locally.</li> <li>Shared priority setting and joint work through Joint Commissioning workplan and objectives.</li> </ol>	<ol style="list-style-type: none"> <li>31/03/2024</li> <li>31/03/2024</li> <li>31/03/2024</li> <li>31/03/2024</li> </ol>	Same	Current development work underway includes implementation of recommendations following last year's external advisory report; development of an enhanced approach to Mental Health rehabilitation; and work on a joint approach to neighbourhood working.
STR004	Strategic	Assurance	Response to emergency or incident	Insufficient resilience management (e.g. Business Continuity, Emergency BC Planning, Health & Safety) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff and/or the public; and legal challenge.	Executive Director - Assurance	Business Continuity	<ol style="list-style-type: none"> <li>Current Business Continuity (BC) arrangements including strategy, exercises, training and resources</li> <li>Corporate BC Strategy and Plan in place. Maintenance of BC leads network</li> <li>Identification of Priority1 staff</li> <li>Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance.</li> <li>Professional advice and support provided by Head of ShaW (statutory H&amp;S officer) and H&amp;S BP's.</li> </ol>	8	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	Staffing levels of emergency responder roles are being constantly reviewed and recruitment process will take place if necessary. However there are sufficient controls and mitigations in place.
STR005	Strategic	Assurance	Safety from anti-social behaviour and crime (including violence and abuse)	Anti-social behaviour and crime (including hate crime) could lead to unsafe environments and perceptions of safety resulting in harm to individuals, community tension and increased demand for services.	Executive Director - Assurance	Statutory Duty	<ol style="list-style-type: none"> <li>Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan</li> <li>Working in partnership with the police, including to monitor tensions and local issues and response</li> <li>Environmental enforcement (e.g. litter and flyposting), including with Regulatory Services and Barnet Homes (e.g. noise and pests) and joint action across Estates</li> <li>Effective use of CCTV across the borough.</li> <li>Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community</li> <li>Delivering initiatives to encourage and celebrate cohesion .</li> </ol>	8	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	The risk has reached its target score and is being tolerated with the existing controls and mitigations in place. There are no further treatment actions and due to the mitigations in place with Barnet Safer Community Partnership Board and processes remain in place. The Community Safety MARAC and TAFG processes remain in place.
STR006	Strategic	Children's	Strengthening Children's safeguarding	Insufficient safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person and the council failing to meet its statutory duties.	Executive Director - Children's Services	Statutory Duty	<ol style="list-style-type: none"> <li>Delivery of robust delivery plan to take recommendations forward.</li> <li>Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected.</li> <li>Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme.</li> <li>Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services)</li> <li>Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels.</li> <li>Annual scrutiny report by red Quadrant</li> <li>Annual LSCP report and business plan</li> </ol>	12	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	The Healthy Child Programme (HCP) provider has been inspected by CQC with some recommendations for improvement. This is being monitored and overseen by the safeguarding partnership.
STR007	Strategic	Children's	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director - Children's Services	Statutory Duty	<ol style="list-style-type: none"> <li>A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process.</li> <li>The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners.</li> <li>A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers.</li> <li>Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.</li> </ol>	9	Treat	<ol style="list-style-type: none"> <li>Implement Corporate Parenting Strategy.</li> <li>Monitor Implementation of Delivery plan.</li> <li>Corporate Parenting Officer's Group Action Plan to include health assessments.</li> <li>Training for all Members on Corporate Parenting undertaken.</li> <li>Embedded training for members of the council.</li> <li>Deliver the new corporate parenting pledge.</li> <li>Ongoing auditing of practice.</li> </ol>	31/12/2023	Same	No change from Q3; Presentation to CMT, co-chairing of strategic groups and training provided to members has increased awareness of corporate parenting role and responsibilities. Improved engagement from partners, corporate colleagues and members..
STR009	Strategic	Customer & Place	Unmet customer expectations	Lack of joined up systems and processes across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> <li>Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery.</li> <li>Customer Experience programme delivering a range of online improvements which should limit the need for customers to contact the council.</li> <li>Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online.</li> <li>Monthly web performance group meetings are held.</li> <li>Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.</li> <li>Resident Experience Programme (REP) in place to mitigate this risk</li> <li>Rolled out Amazon Web Service platform to help manage customer services calls.</li> </ol>	12	Treat	<ol style="list-style-type: none"> <li>Continue with the Residents Experience Programme (REP)</li> <li>Implement REP business case</li> <li>Redesign of front door for vulnerable and complex needs residents</li> </ol>	1-3 30/09/2023	Same	Going out to soft market testing for a resident experience platform [end of June 2023]. Resident Experience programme is now part of the wider Transformation Programme. As part of that we are doing a targeted piece of work around cross-cutting service interactions with residents.
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	<ol style="list-style-type: none"> <li>Monthly contract management meetings in place to manage the contract and relationship with CSG</li> <li>Monthly Partnership Operations Board for escalation of any issues identified</li> <li>Joint risk being managed by CSG - IT with controls/mitigations in place</li> <li>Learning portal - mandatory training on Information Management/cyber security for staff</li> <li>Remote working audit completed</li> <li>Regular audits undertaken</li> <li>PCI (payment card industry) accreditation</li> <li>Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register).</li> <li>BC leads have provided plans in case of a cyber security event.</li> <li>Remote working audit - implemented recommendations working abroad policy and external websites.</li> <li>Simulated phish went to all staff, and recommendations will be produced off the back of findings.</li> </ol>	15	Treat	<ol style="list-style-type: none"> <li>Spend money on training</li> <li>Implement website health recommendations</li> <li>M365 health check</li> <li>Promote information and security training</li> <li>Implement with business continuity lead action plan.</li> <li>Implement recommendations from simulated phish campaign</li> </ol>	1-6 31/07/2023	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.

New Risk ID	Risk Level	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Treatment Actions Delivery	Direction of Travel (from)	Current Quarter Review Summary
STR014	Strategic	Customer & Place	Building safety	Lack of a robust process to quality assure building contractors could lead to a breach of statutory compliance, health and safety issues resulting in reputational damage to the council, risk of harm or death, delays to delivery of outcomes and financial implications.	Deputy Chief Executive	Health & Safety	1. Health and Safety/quality prioritised as part of scoring during procurement/tender processes. Includes additional background checks, previous performance, exchange of risk information and consideration of proposals to manage risk where necessary. 2. Health and Safety/quality forms a key element of the council's project delivery gateway process, from initiation all the way through to delivery and handover. 3. Additional assurance as and when necessary, through independent assurance i.e., technical team. 4. During construction process on larger schemes the technical team will include a New Engineering Contract (NEC) Supervisor to ensure Health and Safety is being managed appropriately on site and reported correctly. 5. On smaller schemes Construction Design Management and method statements are requested prior to the start of works.	8	Treat	1. Construction Design Management awareness and LBB project H&S Requirements module to be incorporated into the POD for project managers who resigned Development projects.	01/09/2023	Same	The standard model of delivering significant size Capital projects is to ensure that an appropriately qualified set of technical advisors are part of the project team to assure quality and health and safety requirements. This is checked at regular intervals, including project board meetings and project gateways. Work is ongoing to introduce additional training to staff where required.
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	1. Capital budget to factor in contingency percentage assuming high rate of inflation. 2. Projects to review and update cost plan in liaison with FBP to reassure viability. 3. Identify and maximise cost savings opportunities including methods of construction, areas for value engineering, etc.	20	Treat	1. Where shortages are reported, check in with contractors to establish if there is any impact. 2. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency. 3. Exploit all available opportunities for addition funding across the capital programme, including the teams that already have funding resources identified. 4. Quarterly update to Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. 5. Identify ranked list of priority projects so that opportunity to address economic issues are understood.	20/07/2023	Increased	The likelihood of this risk remains high. However, mitigations 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.
STR008	Strategic	Customer & Place	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Deputy Chief Executive	Statutory Duty	Continue to implement the schemes highlighted in the Sustainability Strategy Framework, under the five themes of delivery: 1. Built Environment & Energy; 2. Transport; 3. Council Operations; 4. Employment and Skills; 5. Waste and Natural Environment.	12	Treat	1. Deliver initiatives through the Reduction and Recycling Plan 2. Continue to implement the proposals included in the Sustainability Strategy Framework 3. Continued rollout of electric vehicle charging points. 4. Refresh the Air Quality Action Plan, including developing longer term air quality strategy around schools and other hotspots	1. 31/12/2023 2. 31/12/2023 3. 31/12/2023 4. 31/12/2023	Same	Citizens' Assembly recommendations have been produced with focus on reduction in carbon emissions and enhancing biodiversity. Recommendations relevant to climate resilience include: retrofit council properties and provide grants/subsidies for people in private housing to make buildings net zero; incorporate green and sustainable design processes in all new builds/infrastructure; commit to planting more trees in existing and new green spaces to promote biodiversity and wildlife. A framework for supporting and delivering these recommendations is being designed and will be launched autumn/winter 2023. A working group to develop a Climate Resilience and Adaptation plan with partners across the borough is being established. This will be done jointly with the Emergency Planning Team, using guidance from the Climate Change Committee.
STR015	Strategic	Public Health	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in disruption to service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	1. All service areas have a robust response system in place and regularly updated. 2. Performing pandemic preparedness exercise across the council and its partners. 3. Providing PH leadership and professional advice for the council's pandemic response.	10	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	The World Health Organisation has ended the emergency status of Covid-19. However, the council continues to work to prepare for future pandemics. This is done through routine Health Protection work, working with UK Health Security Agency and others to monitor evolving situations and make preparations; and through actions and information for employees provided by the SHaW team (e.g. advice on not coming in when ill; flu vaccinations for staff).
STR016	Strategic	Public Health	Staff wellbeing and mental health	Changes to staff working arrangements (such as hybrid working) and the psychological effects of the Covid-19 pandemic could lead to a staff disconnect with the organisation and a breakdown of relationships between managers and staff resulting in poor job satisfaction, presenteeism, sickness absence (mental health illness) and staff turnover.	Chief Executive	Staffing & Culture	<b>Prevention</b> 1. Regular information and guidance to staff on working practices such as regular breaks, regular contact and communication, physical exercise, via internal comms and through wellbeing hub 2. Employee Assistance Programme (EAP) provides advice and guidance on healthy lifestyles including mental health. 3. Wellbeing and mental health training for staff and managers via Organisational Development team. <b>Intervention</b> 4. EAP provides confidential support and counselling for staff 5. Able Futures is a government scheme providing support on mental health 6. Mental Health First Aiders provide support to staff and signposting to support 7. Development of new Workplace Health, Safety and Wellbeing Strategy and action plans	9	Treat	1. Ongoing regular review of People policies and processes. 2. Organisational development plan, together with a training and development strategy, to enable managers and employees to work within the new cultural framework of the organisation 3. Regular engagement with employees through surveys and focus groups 4. Continuous review of current support offer and resources including mental health services and EAP provision. This includes additional and timely support to managers and staff to enable quicker interventions to resolve issues before they develop.	31/03/2024	Same	A report was presented to CMT on containing feedback from staff engagement and data from Occupational Health and Employee Assistance Programme as well as sickness absence. Subsequent identification of risks and recommendations were made. Next steps are to engage with operational directors to find more bespoke solutions to work related issues that may be impacting staff mental wellbeing. A Workplace Wellbeing Coordinator is being appointed to progress work on the Workplace Wellbeing Strategy and action plan.
STR024	Strategic	Strategy & Resources	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Business Continuity	1. Learning and development opportunities, including opportunities via Apprenticeship Levy 2. Workforce/succession planning 3. Work with Directorates on contingency plans and workforce/succession planning.	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	New performance management approach is in place, apprenticeship levy is being allocated better, there is an interim Head of Organisational Development in place with plans to recruit a permanent one.
STR029	Strategic	Strategy & Resources	Industrial action disruption	A failure of collective bargaining negotiations at national level could lead to trade unions balloting their members for industrial action resulting in service disruption locally.	Chief Executive	Business Continuity	1. Business continuity arrangements - service areas across the council have updated plans for disaster recovery etc. 2. Industrial relations legislation imposes requirements on trade unions to give employers notice of intended industrial action, allowing for some time to plan.	8	Treat	1. Communications and engagement on multiple levels to ensure stakeholders understand the process and make appropriate plans e.g. HR with LGA and London Councils, HR with management, management and HR with trade unions.	31/03/2024	New	This is a new risk for Q1. Engagement is taking place on multiple levels. The Union ballot has failed to meet the participation threshold and the GMB process is likely to take a few more months; however it is unlikely that GMB will actually proceed on its own with industrial action at Barnet, as Unison has a larger number of members.
STR020	Strategic	Strategy & Resources	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforeseen budget pressures, resulting in the need to increase or divert resource, reduction in service quality, ability to deliver key services effectively and / or having to use reserves.	Executive Director - Resources	Finance	1. Engaging with colleagues across London and nationally to form lobbying positions. 2. Engaging with sectoral experts and keeping informed from media. 3. Monthly monitoring of budgets and scrutiny of any overspend / increase in demand. 4. Providing evidence of unintended consequences of policy and statute to Central Government to support lobbying positions around new burdens.	9	Treat	1. Lobbying and pressing government for clarity on the outlook to allow sufficient time to plan how we manage the impact. 2. Responding to all consultations both individually and collectively through London Councils / Society of London Treasurers	1. 30/06/2023	Same	Lobbying continues through the sector. Responded to London Councils survey on financial pressures.
STR017	Strategic	Strategy & Resources	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Executive Director - Resources	Finance	1. Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income 2. Monthly budget monitoring for both capital and revenue expenditure. Risks and threats are identified early and management implement mitigating actions to offset emerging pressures. 3. Budget setting process validating savings, income generation and forecast pressures at multiple times through a cycle. 4. Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media 5. Annual scenario planning as part of the MTFS and identification of the key variables, both nationally (e.g. market fragility for adults and children's placements) and locally (e.g. delivery of housing numbers to meet modelled increases in Council Tax base).	12	Treat	1. Ensure robustness of savings proposals and readiness of the services to be able to deliver them 2. Lobbying Government 3. Increase use of insight and modelling and analytics to support budget setting and monitoring against plans.	1 - 3. 31/03/2024	Same	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. The Provisional Local Government Finance Settlement announced in December 2022 gave funding figures for 2023/24 – the fifth single year funding settlement in a row since 2019/20. This means there are still uncertainties over funding for 2024/25 which hinder the council's ability to plan effectively over the medium-term and strategically invest in services. The budget for 2023/24 is balanced position with no use of reserves and a review of proposals and future plans is being presented to Cabinet on 18 July. A Financial Sustainability Board has been created to identify financial risks and savings and income generation opportunities to address MTFS pressures.
STR018	Strategic	Strategy & Resources	Funding uncertainty due to reduction in local taxation income	Residents experiencing financial hardship could lead to financial pressures due to a large proportion of council funding coming from council tax and business rates income resulting in a reduction in service quality, non-delivery of the MTFS and use of reserves.	Executive Director - Resources	Finance	1. Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures 2. Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures; 3. Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to stem expenditure in non-frontline services whilst long term plans are being put into place; maintain good contacts with Government to remain as informed as possible. 4. Investment being made with local businesses and working with the community to raise awareness of and increase support available.	12	Treat	1. Impacts on Council Tax and Business Rates being closely monitored with Capita colleagues. 2. Forecast impacts included in reporting to CMT and Cabinet. 3. Impacts on bad debt being closely monitored and reported. 4. Setting of a financial strategy which incorporates the intelligence from the above actions and sets an MTFS which lives within the organisation's anticipated income levels 5. Resident Support Fund in place alongside extended Household Support Fund to support through financial vulnerability during Cost of Living Crisis. The impact of this will be monitored throughout the financial year.	1 - 5. 31/03/2024	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. The MTFS for 2024/25 onwards is being compiled and a review of proposals and future plans will be brought to Cabinet in 2023/24. The financial strategy is set as part of the MTFS process.
STR011	Strategic	Strategy & Resources	Reduction in capacity of VCS	Funding and sustainability challenges facing the Voluntary and Community Sector (VCS) could lead to a reduction in capacity and growth of preventative services resulting in difficulties accessing services and demand for more complex support, especially for residents in hardship.	Executive Director - Resources	Business Continuity	1. Ongoing funding identified for an enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations. 2. A new Memorandum of Understanding is to be developed and deliverables for 2023/24 are to be agreed for the Barnet Together Alliance. 3. Quarterly meetings to be established with Cabinet lead. 4. We will look to commission a provider to help with capacity-building of sector.	8	Treat	We are developing a MOU, establishing regular meetings with Cabinet lead and looking to commission a provider to help build capacity within the VCFSE.	06/10/2023	Same	A meeting took place in April to discuss forward planning of the Barnet Together Alliance. It was agreed that a Memorandum Of Understanding should be developed to outline deliverables for the next year.
STR021	Strategic	Strategy & Resources	Increase in the North London Waste Authority (NLWA) levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/treatment levy of potentially up to £9 million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council.	Executive Director - Resources	Finance	1. Active engagement through officers and NLWA Members. 2. Development of long-term financial strategy. 3. Ongoing analysis of waste data flows.	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	Work is progressing at the Eco Park Site. Members and officers are provided with regular updates on the project progress.
STR026	Strategic	Strategy & Resources	Embedding the new administration's priorities	Changing priorities due to the new administration could lead to the council being unprepared or slow to deliver intended objectives resulting in poorer outcomes for residents.	Chief Executive	Staffing & Culture	1. Our Plan was agreed in March 2023 alongside a Transformation Programme and regular Transformation Steering Group meetings. 2. A Cabinet structure has been set up which allows for more cross-cutting work, oversight and in turn reduces administrative burden 3. The delivery of the mobilisation programme is ongoing.	3	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place.	N/A	Same	The council has moved to a Cabinet structure, allowing for more oversight of priorities and outcomes of the new administration. Transformation Steering Group (TSG) meetings are happening regularly and any concerns are raised there or in subsequent meetings.

New Risk ID	Risk Level	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Treatment Actions Delivery	Direction of Travel (from)	Current Quarter Review Summary
STR019	Strategic	Strategy & Resources	Internal controls	Ineffective financial management and control could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses.	Executive Director - Resources	Finance	<ol style="list-style-type: none"> <li>1. A review of financial forecasts, and challenges where necessary, occurs on a monthly basis by Finance Business Partners</li> <li>2. Regular, in depth reporting is considered by Council Management Team, Cabinet and Governance, Audit, Risk Management and Standards Committee (GARMS) .</li> <li>3. Mitigating actions to contain overspends are identified, implemented and tracked for delivery.</li> <li>4. Achievement of savings tracked and alternative actions identified where not achievable alongside review of reasons for non-achievement and whether it is a delay or non-delivery.</li> <li>5. Budget holder training is available through the LMS as an additional offer beyond that found on the intranet.</li> <li>6. Finance Business Partners constantly upskill budget holders to deliver sound Financial Management and understand that their budgets reflect their plans in £ format.</li> <li>7. An annual, at minimum, review against the CIPFA Financial Management Code and CIPFA Financial Resilience Index is undertaken and reported to GARMS in line with the Annual Governance Statement.</li> <li>8. Additional internal controls have been implemented and audit reports found increased assurance and improvements in Finance from 2019 to date.</li> <li>9. A contingency budget is held centrally for any unmanageable, unforeseen pressures.</li> </ol>	6	Tolerate	There are no further actions at this time. The risk has reached its target score and is being tolerated with the existing controls and mitigations in place. However, keeping a watching brief by: 1. Reviewing impact of savings not achieved (currently we are delivering above 85%); 2. Reviewing budget forecast on a monthly basis and review effectiveness of engagement with services.	N/A	Same	Additional controls have been introduced to support financial management and the monitoring process, including a full assessment against the CIPFA FM Code. Forecasting and monitoring continues, with the council as a whole managing the budget as agreed at Council in March 2022. Service areas are articulating risks and pressures early and there are particular pressures in Adult Social Care being reviewed as to the longer-term impact to financial sustainability and the MTFs. A Financial Sustainability Board has been set up to review/help mitigate 2023/24 pressures being reported through Q1.
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	<ol style="list-style-type: none"> <li>1. Improved staff engagement</li> <li>2. Continued promotion of flexible workstyles</li> <li>3. Development of stronger employer brand, promoting benefits of working for Barnet</li> <li>4. Effective recruitment processes</li> <li>5. Increased capacity in Recruitment Team</li> <li>6. Tailored campaign to recruit and retain children's social workers</li> <li>7. Targeted campaigns to fill technical roles in Customer and Place</li> <li>8. Use of Recruitment &amp; Retention payments where appropriate</li> <li>9. Unified Reward revision</li> <li>10. EDI Action plan</li> </ol>	16	Treat	<ol style="list-style-type: none"> <li>1. Development of employer brand to ensure the council is an employer of choice</li> <li>2. Review of recruitment processes to facilitate successful hiring of good candidates</li> <li>3. Changes to pay structure to allow council to better match external market</li> <li>4. Agreement with Vivup on new employee benefits scheme/platform.</li> <li>4. Development of recruitment system</li> <li>5. Promotion of EDI agenda to ensure that all talent can progress through the organisation</li> <li>6. New recruitment agency framework for permanent recruitment</li> <li>7. Targeted recruitment campaigns</li> <li>8. HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions.</li> </ol>	31/03/2024	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.