

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Our Plan for Barnet Pillar	Our Plan for Barnet Theme	Residual Risk - Total	Response Option	Direction of Travel (from previous quarter)	Current Quarter Review Summary
RCS018	Resettlement schemes	The new streamlined asylum process and acceptance of claims, along with the disbanding of Bridging hotels, the Home Office's hotel maximisation policy refresh and the shortened length of notification of the cessation of home office could lead to an increased flow/number of places in Barnet resulting in an increased pressure on council services (e.g. housing, social care) and increased budget pressures.	Assistant Director - Strategy and Communications	Caring for People	Reducing poverty	16	Treat	Increased	This risk has increased because over the summer there were a high number of asylum seekers in hotels being served a decision and asked to leave hotel accommodation within a relatively short timeframe (as short as five days in some instances), which meant they were approaching Barnet Homes at an increased rate leading to concerns about asylum seekers becoming homeless (in particular, young men who would not be considered a priority). Additional meetings with Barnet Homes and other stakeholders (including New Citizens' Gateway and Persian Advice Bureau) have been put in place to monitor the flow of asylum seekers into the borough.
ES025	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	Caring for People	Family friendly	16	Treat	Same	39% of local authority maintained primary schools, special schools and pupil referral units (PRUs) set deficit budgets in 2023/24. Lack of resources impacting on quality of education. The council Finance Team is supporting schools to create 3-Year Recovery Plans where needed. The School Improvement Team is supporting schools with prioritisation of funding.
ES033	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	Caring for People	Family friendly	16	Treat	Same	The number of Education, Health and Care Plans (EHCPs) continues to grow and a recent change in statutory guidance has widened the number of Children and Young People (CYP) who may be potentially eligible for home school transport. Barnet's Special Educational Needs (SEN) Transport policy needs to be updated in light of this which should also emphasise alternatives such as the benefits of personal transport budgets.
AD027	Triage and allocation	Demand exceeding capacity within social work and occupational teams could lead to increased time between initial triage (contact) and assessments, for reviews and Deprivation of Liberty Safeguards (DoLS) work resulting in poorer outcomes for residents and an increased need for urgent work.	Director - Adult Social Care	Caring for People	Living well	16	Treat	New	This is a new risk for Q2. The occupational therapy team have implemented a new approach to triage and allocation of new referrals which is having a positive impact. The service is monitoring numbers of triaged residents and developing new approaches to decrease time between triage and allocation.
AD017	Shortage of community equipment	Stock and capacity challenges with our community equipment provider, which supplies equipment to multiple London Boroughs as part of a pan-London Consortium, could cause 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	Caring for People	Living well	16	Treat	Same	The new equipment provider is now in place. This provider supplies equipment across London and has inherited large backlogs across multiple boroughs which has impacted on service capacity and stock. There have been some initial challenges which are being addressed with the provider and The London Consortium. There is a plan to work through the backlog, as it stands, for Barnet and they are aware of the issues with regards to stock. There continue to be delays with discharges; however these have not worsened since the last provider was in place.
C&P096	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	Caring for Our Places	Safe, attractive neighbourhoods and town centres	15	Treat	Same	Additional survey work has been conducted on carriageway and voids, moving to the undertaking of trial holes on the carriageway. An interim solution that addresses localised drainage solutions to deflect water from discharging straight down the bank is in place, whilst more detailed longer-term solutions are developed.
C&P097	LB Barnet road condition	Surface and Subbase failure could lead to 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	Caring for Our Places	Safe, attractive neighbourhoods and town centres	16	Treat	Same	The service is working closely with a Geotechnical consultant. The results of the survey will be presented to the Director of Highways & Transportation and will include Officer recommendations for review and agreement of next steps dependant on the findings. Officers will continue to undertake reactive repairs for all intervention level defects whilst these investigations are ongoing. Each site will be assessed individually for the best value for money solution.
C&P086	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 response to service request, 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 and elongated licensing processing timescales.	Director - Growth	Caring for Our Places	Quality, affordable homes	16	Treat	Same	Resources continue to be focused on highest risk cases, whilst 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 is implemented as part of the re-organisation in January 2024. Recruitment of competent temporary staff has been ongoing, contractors have withdrawn prior to their commencement date and performance management issues have been dealt with.
TBG001	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing and Regeneration	Caring for Our Places	Quality, affordable homes	16	Treat	Same	Homelessness prevention targets are being met year to date, however there are significant demand pressures placing financial stresses on general fund budgets. To combat this, Medium Term Financial Strategy (MTFS) mitigations were developed during Q2 2023/24 and further refinement will continue in Q3 2023/24. By the end of August 2023, 253 units had been acquired through the Open Door Homes (ODH) acquisitions programme.
TBG002	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in harm to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Caring for Our Places	Quality, affordable homes	15	Treat	Same	Works on the medium and low-rise fire safety programme continued in Q2 2023/24. This included 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 also commenced 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. An update on Damp and Mould is being provided to the Health and Wellbeing Board on 28 September 2023.
TBG006	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	Caring for Our Places	Quality, affordable homes	16	Treat	Same	The first round of annual checks has been completed, and identified concerns with one specific contractor. A mitigation plan was enacted with the employers agent that enabled the project to be completed (Stag House). The next round of annual financial checks will be due Q1 2024/25.

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CSG003	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Engaged and Effective Council	Improving access to services	15	Treat	Same	There has been increased activity via worldwide rogue actors in the cyber space. Imperva (website monitoring preventing DDoS attacks) has identified an increase in attempted cyber attacks, and these attacks have been prevented. Microsoft Office 365 E5 enabled enhanced phishing detection and prevention (ATP), and malicious email was blocked or prevented from entering the network where possible. Microsoft Sentinel was deployed to constantly monitor suspicious activity and logs. Action was taken on those rogue email/phishing attempts that did get through and were subsequently blocked. A suite of PowerBI reports continued to be used to monitor overseas activity from staff, alerting to any suspicious activity to be reported. The service created a Cyber Security Incident runbook, which will enhance the council's cyber security incident response.
STR013	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Engaged and Effective Council	Improving access to services	15	Treat	Same	A PwC audit was completed on cyber security and supply chain risk. A number of recommendations were made, which are being implemented and tracked. A phishing exercise will be run quarterly. The mandatory POD training is being enhanced, and specific training for the Council Management Team (CMT) and councillors is being introduced. A working group has been set up to look at the supply chain risks across the organisation.
AD001	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	Engaged and Effective Council	Financially responsible	20	Treat	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. The forecast is projecting greater pressures than were modelling for 2023/24. In-year financial recovery plans are being produced alongside savings plans for 2024/25. In-year recovery actions include benchmarking analysis on demand, spend and income, senior sign-off of all high-cost packages, 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. Additionally, a LGA/ADASS independent finance review is planned for September.
AD025	Non completion of cyclical tree programme - building subsidence	Inability of the Trees and Woodlands Service to deliver agreed cyclical programme due to lack of personnel and resources, either within the council or external, could lead to an increase in subsidence claims and litigation resulting in additional costs to the council and reputational damage.	Assistant Director - Greenspaces & Leisure	Engaged and Effective Council	Financially responsible	15	Treat	Increased	Some risk trees were not pollarded during winter and continued into spring and summer due to contractor resourcing. Contractor meetings held. Legal review in place with options being considered to resolve issues and improve future delivery. Contact made with Insurance over potential claims received, and discussing approach for the future.
ASS018	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	Engaged and Effective Council	Financially responsible	16	Treat	Same	Work has been completed on the audit actions due for completion in Q2. Only 14% of actions due by 30 September were confirmed as implemented. In Q1, only 39% of actions due by 30 June were confirmed as implemented. The target of 90% was also not achieved in any of the quarters in 2022/23. Until a higher % implementation rate is achieved and this is sustained over a period of time the risk rating will remain at 16.
STR028	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 resulting in projects not being delivered on time or no longer being viable.	Deputy Chief Executive	Engaged and Effective Council	Financially responsible	20	Treat	Same	The likelihood and potential impact of this risk remains high. Cost reviews as part of the wider Medium Term Financial Strategy (MTFS) reviews are ongoing. The current position is for the short to medium term. There is less projected Capital available to deliver the council's ambitions. In addition, costs and labour shortages remain issues.
C&P002	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Engaged and Effective Council	Financially responsible	15	Treat	Same	Station contract nearing completion with cost certainty increasing. Once the station is completed and in use, focus will shift to close out of commercial disputes with Network Rail. This will provide clarity on the final outturn of the station related works. Discussions are ongoing relating to an alternative site for the Waste Transfer Station which will impact how the budget is allocated. An update to the funding strategy approved by Policy and Resources committee in September 2022 is underway. This will highlight any shortfalls across the programme and inform an updated approach if required. The team are looking at re-allocation of internal budgets as appropriate. A bid is being compiled for the Civic Partnership Programme which is hoped to contribute towards active travel improvements in the area.
C&P038	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Interim Senior Parking Lead	Engaged and Effective Council	Financially responsible	16	Treat	Same	Continued monitoring of activity and volatility on income lines. New base income forecasting tools being developed by Finance. Revised Controlled Parking Zones (CPZ) programme awaiting Capital Strategy Board (CSB) funding approval. Increased uncertainty may derive from the government's 'Plan for Drivers' published 2 October 2023, which will be monitored.
TBG007	Medium Term Financial Strategy (MTFS) savings projects underachievement	Medium Term Financial Strategy (MTFS) savings projects not delivered on time and the expected benefits not achieved could lead to financial pressure for the council resulting in the housing general fund budget showing a loss, council tax increases and the budget not balanced.	Head of Housing and Regeneration	Engaged and Effective Council	Financially responsible	16	Treat	Increased	Whilst in the main the Medium Term Financial Strategy (MTFS) solutions for 2023/24 are on track in terms of delivery, the cost pressures arising from homelessness have escalated significantly. The service is reviewing the future MTFS commitments and existing pressures with a view to a revised MTFS programme as part of the budget setting process.
STR017	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Executive Director - Resources	Engaged and Effective Council	Financially responsible	20	Treat	Increased	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 risk rating has been increased this quarter as the council is forecasting a revenue overspend of £23m for 2023/24. Rising demand for services continues to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. Officers are focusing on the key financial risks via the monthly monitoring process and the introduction of a Financial Sustainability Board. Opportunities for additional income realisation and cost mitigation are also being explored, alongside possible efficiencies identified via the Transformation Strategy.

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C&P089	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	Engaged and Effective Council	A great place to work	15	Treat	Same	Good progress has been made this quarter, recruiting six new starters and making two internal promotions. These include key Highways Manager, Member Liaison Offer and Senior Drainage Engineer roles. In the same period the service had only one staff resignation. Despite this success there still remains 20 vacancies within the Highways structure. These are being reviewed in light of need to minimise costs as part of the Medium Term Financial Strategy (MTFS). The service is working closely with HR to ensure job evaluation requests are processed in a timely manner to assist in getting jobs advertised as quickly as possible.
STR023	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	Engaged and Effective Council	A great place to work	16	Treat	Same	Addressing this risk is a key priority within the "A Great Place to Work" workstream, where work is being done to strengthen the council's employer brand, improve the employer value proposition (EVP) and tackle barriers to making staff feel valued at work and proud to work for the council. Continuing from Q1, the labour market appears to be cooling slightly and that should help with recruitment and retention. Work to review Unified Reward and improve the grading structure is also continuing and is expected to progress faster from September.