

New Risk ID	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR001	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"> 1. 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. 2. The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice. 3. 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. 4. A quality board meets monthly to review the findings from mechanisms in the quality assurance framework and track any improvement against actions agreed. 5. 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. 6. Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. 7. The adult MASH has been in place since June 2019 to more effectively bring partners together in safeguarding work. 8. Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM). 	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.	Same	The new safeguarding workflow in Mosaic has been embedded and this has improved the recording of safeguarding work. Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures.
STR002	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"> 1. For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. 2. 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. 3. 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. 4. 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) 5. Specific support offer has been in place to support providers with Covid-19; support continues to be made available to care providers. 6. Regular reviews of provider business continuity plans. 7. Recruitment campaign to support sector with recruitment challenges. 	9	Treat	<ol style="list-style-type: none"> 1. Intensive management of provider concerns to lift suspensions when safe to do so. 2. Regular reviews of market availability and assessment of DTOC. 3. Work alongside the NCL programme on a range of measures to address market gaps. 4. Continuing to incorporate sustainability 'health checks' into regular QA discussions with providers. 	Same	Market capacity remains pressured but no serious concerns. The pending closure of a supported living service referenced in Q1 is no longer happening.
STR003	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"> 1. 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. 2. 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. 3. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. 4. Active monitoring of referral and activity data and discussing any concerns with health partners. 5. Working as an integral part of the integrated discharge team and closely monitoring discharge data. 	12	Treat	<ol style="list-style-type: none"> 1. Joint work across NHS and councils in NCL to improve hospital discharge processes and ensure financial sustainability. 2. Strategic engagement in development of NCL Integrated Care System. 3. Through the borough-focused Integrated Care Partnership work with health partners to help shape how the health and care system develops and improves locally. 4. Shared priority setting and joint work through Joint Commissioning workplan and objectives. 	Same	Further progress has been made on the various development projects underway. This includes detailed design of how integrated hospital discharge teams should be working; creation of standard operating procedures for Mental Health rehabilitation; and priority setting for a joint approach to neighbourhood working.
STR005	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"> 1. Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan. 2. Working in partnership with the police, including to monitor tensions and local issues and response. 3. Environmental enforcement (e.g. litter and flyposting), including with Regulatory Services and Barnet Homes (e.g. noise and pests) and joint action across Estates 4. Effective use of CCTV across the borough. 5. Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community. 6. Delivering initiatives to encourage and celebrate cohesion. 	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.	Same	The risk has reached its target score and is being tolerated with the existing controls and mitigations in place with the Barnet Safer Community Partnership Board and close partnership working with the police and other teams/agencies. The risk is also mitigated through the Community Safety MARAC, Task and Finish Group processes and Location Problem Solving Groups.
STR004	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"> 1. Current Business Continuity (BC) arrangements including strategy, exercises, training and resources. 2. Corporate BC Strategy and Plan in place. Maintenance of BC leads network. 3. Identification of Priority1 staff. 4. Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance. 5. Professional advice and support provided by Head of SHaW (statutory H&S officer) and H&S BP's. 	12	Treat	<ol style="list-style-type: none"> 1. Agree final audit report with PwC. 2. Agree action plan off the back of final audit. 3. Complete action plan 	Increased	This risk has increased due to the draft business continuity audit received and to be discussed with PwC. Actions to address the audit report and reduce the risk back down to a tolerable level are to be agreed. The service is awaiting the full report from Audit before implementing an action plan.
STR006	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"> 1. Delivery of robust delivery plan to take recommendations forward. 2. 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. 3. Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. 4. 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). 5. Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels. 6. Annual scrutiny report by red Quadrant. 7. Annual LSCP report and business plan. 	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.	Same	The Healthy Child Programme (HCP) provider has been re-inspected by the Care Quality Commission (CQC) and the report is awaited.
STR007	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"> 1. 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. 2. 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. 3. A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. 4. Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018. 	9	Treat	<ol style="list-style-type: none"> 1. Implement Corporate Parenting Strategy. 2. Monitor Implementation of Delivery plan. 3. Corporate Parenting Officer's Group Action Plan to include health assessments. 4. Training for all Members on Corporate Parenting undertaken. 5. Embedded training for members of the council. 6. Deliver the new corporate parenting pledge. 7. Ongoing auditing of practice. 	Same	The Corporate Parenting strategy is being updated and is due to go to the Corporate Parenting Advisory Panel in January 2024.
STR013	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"> 1. Monthly contract management meetings in place to manage the contract and relationship with CSG. 2. Monthly Partnership Operations Board for escalation of any issues identified. 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff. 5. Regular audits undertaken. 6. PCI (payment card industry) accreditation. 7. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 8. BC leads have provided plans in case of a cyber security event. 9. Remote working audit completed and recommendations implemented on working abroad policy and external websites. 10. Simulated phish went to all staff, and recommendations implemented. 11. PwC audit completed on supply chain. 12. Implemented website health recommendations. 13. Microsoft 365 health check completed and recommendations implemented including updating password rules. 	15	Treat	<ol style="list-style-type: none"> 1. Spend money on enhanced training through Barnet's Learning Management System (or POD - Place of Development). 2. Promote information and security training. 3. Implement with business continuity lead action plan. 4. Implement recommendations from PwC audit on supply chain risk. 	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.

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STR008	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.	Same	A working group is being established to identify existing adaptation measures, including Flood Resilience Plans, and analysis is being undertaken on the cost of inaction. Delivery of the Citizens' Assembly recommendations is launching in October 2023, which includes a focus on reduction in carbon emissions and enhancing biodiversity.
STR009	Customer & Place	Unmet resident expectations	Lack of joined up systems and processes across the council and strategic partners, skilled staff or training could lead to resident expectations not being met resulting in a poor resident experience or quality of service.	Deputy Chief Executive	Finance	1. Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery. 2. Resident Experience programme delivering a range of online improvements which should limit the need for residents to contact the council. 3. Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. 4. Monthly web performance group meetings are held. 5. Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs. 6. Resident Experience Programme (REP) in place to mitigate this risk. 7. Rolled out Amazon Web Service platform to help manage customer services calls.	12	Treat	1. Continue with the Residents Experience Programme (REP). 2. Implement REP business case. 3. Redesign of front door for vulnerable and complex needs residents. 4. Complete soft market testing.	Same	Agreement has been received through the Transformation Programme to implement an 'integrated front door', which includes reviewing our people, processes and systems. Soft market testing is to be finished by end September 2023 before decisions are made on what solutions to implement in Q3 2023/24.
STR014	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. 6. Developed CDM checklist to be used as part of the project management tools for ensuring awareness and key areas for coners are thought through.	8	Treat	1. Construction Design Management awareness and LBB project H&S Requirements module to be incorporated into the POD for development project managers. 2. Rollout the CDM assessment checklist to all project managers and continue to increase awareness of the main issues.	Same	Health & Safety leads have developed a checklist to assist project managers to enable assessment of the project and expose any weakness in the quality assessment.
STR028	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 resulting in projects not being delivered on time or no longer being viable.	Deputy Chief Executive	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. 4. Schemes of high sensitivity or high value are carrying out additional cost planned reviews at a higher frequency.	20	Treat	1. Where shortages are reported, check in with contractors to establish if there is any impact. 2. Exploit all available opportunities for additional funding across the capital programme, including the teams that already have funding resources identified. 3. To report to and update (at least quarterly) Capital Strategy Board on current inflationary impacts to the construction industry and external funding position. 4. Identify ranked list of priority projects so that opportunity to address economic issues are understood.	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.
STR015	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 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 Public Health 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.	Same	The World Health Organisation has ended the emergency status of Covid-19; however, the council continues 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). The risk continues to remain with Covid-19 cases going up again due to a new variant; the SHaW team continues to support services with advise/guidance on risk mitigation approach and closely monitoring the situation.
STR016	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	<u>Prevention</u> 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. <u>Intervention.</u> 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.	Same	The appointed Wellbeing Officer is in discussions with relevant stakeholders on implementation of the Wellbeing strategy. The SHaW team continues to review the data (sickness level, type of Employee Assistance Programme (EAP) such as counselling service used, feedback from stress survey) from the Employee Assistance Programme and Occupational Health (OH) provider to track the impact of, and update, the workplace wellbeing programme.
STR017	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).	20	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.	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.
STR026	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. CMT/Cabinet are now working together with weekly meetings.	9	Treat	1. Weekly CMT/Cabinet meetings. 2. Weekly catch-ups with political adviser on forward plan. 3. Co-producing and early direction setting by Cabinet. 4. Developing a Cabinet/officer directory to help efficacy of work. 5. Socialising the 'shift' through more communications.	Increased	The Local Government Association (LGA) Peer Challenge recommendations highlighted some concerns around the new administration and Council Management Team (CMT) working together, similar to this risk. An action plan has been created to address these concerns, which should help to reduce this risk.

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STR020	Strategy & Resources	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforecasted 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	<ol style="list-style-type: none"> Engaging with colleagues across London and nationally to form lobbying positions. Engaging with sectoral experts and keeping informed from media. Monthly monitoring of budgets and scrutiny of any overspend / increase in demand. Providing evidence of unintended consequences of policy and statute to Central Government to support lobbying positions around new burdens. 	9	Treat	<ol style="list-style-type: none"> Lobbying and pressing government for clarity on the outlook to allow sufficient time to plan how we manage the impact. Responding to all consultations both individually and collectively through London Councils / Society of London Treasurers. Inception of a financial sustainability board which includes executive directors and service managers reviewing current financial pressures. Meet monthly to discuss mitigations and future direction. 	Same	London Councils have published their survey findings on financial pressures, noting that most councils are facing this risk and issues across the sector. The council has established a Financial Sustainability board to help address these issues and future implications through Medium Term Financial Strategy (MTFS) planning.
STR018	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	<ol style="list-style-type: none"> Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures. Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures. 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 the government to remain as informed as possible. Investment being made with local businesses and working with the community to raise awareness of and increase support available. 	12	Treat	<ol style="list-style-type: none"> Impacts on Council Tax and Business Rates being closely monitored with Capita colleagues. Forecast impacts included in reporting to CMT and Cabinet. Impacts on bad debt being closely monitored and reported. 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. 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. 	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. A forecast of Council Tax and Business Rates income will be prepared at Month 4 2023/24 which will feed into the Medium Term Financial Strategy (MTFS) process for 2024/25 onwards.
STR021	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	<ol style="list-style-type: none"> Active engagement through officers and NLWA Members. Development of long-term financial strategy. 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.	Same	Work is progressing at the Eco Park Site. Members and Officers are provided with regular updates on the progress of the project. As the project nears completion, there is more cost certainty and therefore the impact on the levy. However, North London Waste Authority (NLWA) is now reviewing repairs and maintenance budget factored in and that may have an adverse impact but discussions are ongoing and there is enough lead in time to be able to influence the authority and factor into future budgets.
STR019	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"> A review of financial forecasts, and challenges where necessary, occurs on a monthly basis by Finance Business Partners. Regular, in depth reporting is considered by Council Management Team, Cabinet and Governance, Audit, Risk Management and Standards Committee (GARMS) . Mitigating actions to contain overspends are identified, implemented and tracked for delivery. 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. Budget holder training is available through the LMS as an additional offer beyond that found on the intranet. Finance Business Partners constantly upskill budget holders to deliver sound Financial Management and understand that their budgets reflect their plans in £ format. 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. Additional internal controls have been implemented and audit reports found increased assurance and improvements in Finance from 2019 to date. A contingency budget is held centrally for any unmanageable, unforeseen pressures. 	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.	Same	The new Financial Sustainability Board has a forward plan, where financial risks will be analysed and mitigation routes assessed.
STR030	Strategy & Resources	Oracle implementation	Poor implementation or failure to implement the new system on time could lead to a lack of available financial and HR system resulting in inability to carry out financial transactions and disruption to the organisation.	Executive Director - Resources	Business Continuity	<ol style="list-style-type: none"> Current contract with Integra and Core HR in place until September 2024 and option available to extend beyond this if required. Robust governance structure in place - monthly Programme Steering Board with Oracle and system implementor in attendance and weekly meeting with SRO. Phased go live and Payroll not in scope for 1 April 2024. Vast experience of previous successful implementations across the programme team including lessons learnt. 	12	Treat	1. Weekly review and scrutiny from Exec Sponsor and SRO to ensure programme is on track	New	This is a new risk, identified as part of the Oracle programme monitoring. A separate project risk register is in place but this risk sits at strategic level as it relates to the disruption to the organisation as a whole should the system not be implemented properly and/or on time.
STR011	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	<ol style="list-style-type: none"> Ongoing funding identified for an enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations. A new Memorandum of Understanding has been developed and deliverables for 2023/24 are to be agreed for the Barnet Together Alliance. Quarterly meetings have been established with Cabinet lead to monitor progress of Barnet Together delivery. 	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.	Same	The first meeting with Cabinet lead took place on 20 September and progress will be continually monitored. A Memorandum of Understanding (MOU) has been drafted and agreed in July 2023. An update report on the Community Participation Strategy is going to Cabinet in November, which will report on Voluntary and Community Sector and Barnet Together outcomes.
STR024	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	<ol style="list-style-type: none"> Learning and development opportunities, including opportunities via Apprenticeship Levy. Workforce/succession planning. 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.	Same	The HR Business Partner team has further expanded over recent weeks and should be able to add more value in supporting management with strategic work in these areas. The permanent Head of Organisational Development vacancy will be advertised in September.
STR023	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"> 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. Strengthened employee benefits offer through Vivup platform. EDI Action plan. 	16	Treat	<ol style="list-style-type: none"> Changes to pay structure to allow council to better match external market. Ongoing promotion of EDI agenda to ensure that all talent can progress through the organisation. HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions. Additional enhancement of various benefits (e.g. parental leave) through ongoing review of Unified Reward. 	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.

New Risk ID	Directorate	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Response Option	Treatment Actions	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR029	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	<ol style="list-style-type: none"> 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.	Same	Unison have effectively stated that they will not be attempting to undertake any industrial action until at least the end of this financial year. As a result, the risk of strikes by other unions affecting the council before March 2024 is no longer significant. The situation will continue to be monitored due to political and economic volatility across the UK.