

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	Direction of Travel (from previous quarter)	Current Quarter Review Summary
AD027	Retained	Adults	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	Statutory Duty	<ol style="list-style-type: none"> Regular monitoring of new contacts and of service demand for assessment, Deprivation of Liberty Safeguards (DoLS) and reviews. Regular performance reports and management action. Allocations standard operating procedure. Management oversight. Contact with triaged residents at an agreed frequency. 	16	Treat	<ol style="list-style-type: none"> Standard operating procedure to be finalised to ensure consistent approach to prioritisation and allocation. Recruitment to vacant posts including those new posts established in 2023/24. Specific projects to improve capacity and productivity. 	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	Retained	Adults	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	Statutory Duty	<ol style="list-style-type: none"> The council is working very closely with contractor to monitor and mitigate risk, including: <ul style="list-style-type: none"> Increased focus on collections where appropriate to recycle/reuse equipment which is unused. Prescribers are advised to inform contractor if they are aware of any unused items in the community. Contractor is driving a collection campaign via social media posters and focus phone calls to existing customers. Additional driver allocation to increase collections of Out of Stock (OOS) items. Reviewing and triangulating data on number of people, length of time waiting and assessing risk. Out of stock list is shared with prescribers to explore suitable alternatives and to encourage prescribers and authorizers to not place/ authorize orders for products that are out of stock: <ul style="list-style-type: none"> OOS list updated daily on Online ordering system. OOS list shared with prescribers via regular emails, prescriber meetings and newsletters. Contractor/council contract officer review OOS list 2x weekly; council officer challenge and encourage provider securer products asap: <ul style="list-style-type: none"> Close Technical Equivalents (CTEs) are explored and authorised in the interim without delay. Contractor continue to explore alternative suppliers, explore stock availability in their other depots. Contractor/council officer in regular contact with neighbouring LA/health authorities to ascertain supply issues/explore opportunities for joint working to resolve stock issues e.g. NCL CCG/LAs. Occupational Therapy (OT) lead (Equipment) working with prescribers to risk assess and consider any of the available standard stock products (as an alternative) as a temporary solution to safely meet people's needs. OT managers are advised to explore same approach in the interim when discussing cases with OT teams. Increased communication to A&H team leads, SMT to brief OOS issues; to manage expectation on both prescriber/ end user; and to encourage joint working to use available equipment efficiently. 	16	Treat	<ol style="list-style-type: none"> Work with the London Consortium and local NCL partners to share intelligence/knowledge and to explore opportunities for joint work to resolve Out of Stock (OOS) issues. Review and ensure that alternative options are considered to keep people safe/to avoid delays in hospital discharges due to OOS equipment. Explore alternative ways to meet needs of the residents as an interim temporary measure such as needs being met either through delaying hospital discharge, additional care or alternative equipment. Agreed regular OT and Health prescriber catch up group to review OOS frequently and to risk rate/mitigate. Working with the new provider on service improvement as needed. 	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.
AD001	Retained	Adults	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, and legislative changes could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director - Adults and Health	Statutory Duty	<ol style="list-style-type: none"> The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. 	20	Treat	<ol style="list-style-type: none"> Changing residents behaviours to be more self-sufficient and resilient, strengths based practice. Increased focus on wellbeing and maximising the use of existing prevention services. Ongoing work with the Association of Directors of Adults Social Services (ADASS) to challenge use of resources and understand best models for managing and delivering care, annual participation and completion of ADASS budget survey. Regular analysis to be carried out to identify priority areas of demand. Additional winter funding to help meet pressures from hospital discharges and/or continued application of hospital discharge scheme, if available. In-year recovery planning as required. 	Same	The service continues to do all it can to manage the budget whilst meeting statutory duties. There is an increasingly pressured health and social care system and social care market. 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, an LGA/ADASS independent finance review is planned for September.
AD025	Retained	Adults	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	Finance	<ol style="list-style-type: none"> All trees inspected every three years by council tree officers, which is part of the cyclical programme. Any issues identified will be actioned including proactive works. All council tree officer posts filled. High risks trees are identified based on claims history, soil types and tree sizes, and appropriate works regimes are put in place. New five year tree contract in place from 1 April 2023. Monthly KPI meeting with tree contractor and three monthly senior meeting, both of which discuss staffing and delivery of work. 	15	Treat	<ol style="list-style-type: none"> Review of historical subsidence claims overview to identify additional works to be carried out by tree contractor, and discuss with contractor required resources. Seeking legal remedies for the contract. 	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	Retained	Assurance	Audit actions not implemented	Audit advice and/or agreed actions not being implemented could lead to a deterioration in the council's control environment resulting in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Statutory Duty	<ol style="list-style-type: none"> Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented. Auditees are emailed asking for updates/evidence in advance of quarterly reporting to GARMS Committee. Officers are asked for updates against their actions at monthly Internal Controls Board (ICB) and challenged if progress has not been made, with attendance required at GARMS Committee if not implemented. Proactive advice is given to services to ensure control environment is not weakened. Retrospective monitoring of activity and transactions. 	16	Treat	<ol style="list-style-type: none"> Increased engagement with Capita Operations Director to ensure that relevant CSG actions are implemented prior to transfer of the associated services back to LBB on 1 October 2023 (for CSG Estates) and at planned dates in future for other CSG services. 	Same	Work has been completed on the audit actions due for completion in 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.
ES025	Joint	Children's	School budget pressures	Falling rolls could lead to schools facing additional budget pressures resulting in an impact on the quality of education.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	<ol style="list-style-type: none"> Annual pupil projections; regular school organisation and place planning reviews. Supporting schools to reduce planned admissions where appropriate. Providing advice and training to schools on management of budgets, including staff restructuring to reduce salary costs. Exploring new governance and organisation options. 	16	Treat	<ol style="list-style-type: none"> Review schools census data. 	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	Joint	Children's	Strain on SEN transport	An increase in the number of borough ECHPs could lead to increased demand on SEN Transport resulting in additional resource requirements to meet additional demand.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Statutory Duty	<ol style="list-style-type: none"> Meeting with Head of Service (Transport Brokerage and Contract Management) regularly. Promoting Personal Budgets and Independent Travel Training. Including SEN Transport considerations in discussions about increased specialist provision. Ongoing cycle of review of eligibility and of home school transport arrangements. Review and update the SEND home school transport policy (before May 2024). Increase support to schools for more complex children. Increase access to Therapies (40% of appeals to the Special Educational Needs and or Disability Tribunal include Therapy). 	16	Treat	<ol style="list-style-type: none"> Look at ways to reduce SEN Transport requirements and demands on SEN Transport budget. Meet with the council to discuss increased demands. 	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.

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C&P096	Retained	Customer & Place	Barnet Hill - A1000	Instability and/or failure of the Transport for London (TfL) owned bank above High Barnet Underground Station could lead to closure of the A1000 and High Barnet Underground Station resulting in significant disruption to the highways network.	Director - Highways and Transportation	Statutory Duty	1. Detailed assessment by Geotechnical consultants. 2. Regular monitoring of inclinometers by Geotechnical company. 3. Review of vehicle types and flows to determine appropriate vehicle management resulting in blocking abnormal loads. 4. Interim design solutions to reduce water flow from the A1000 onto the bank. 5. Development of longer term solutions to maintain the stability of the bank.	15	Treat	1. Monitoring and reporting of changes in bank through geotechnical assessment 2. Development and implementation of short term measures including carriageway edge protection, displacement of water from discharging down the bank and vehicle load management 3. Longer term solution to maintain the stability of the bank with TfL 4. Restriction on abnormal loads above 44 tonnes.	Same	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	Retained	Customer & Place	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	Statutory Duty	1. Detailed geotechnical survey received update report going to strategic commissioning board. 2. Targeted patching and selective resurfacing being done while long term solution is developed.	16	Treat	1. Undertaking of further research and detailed costed design. 2. Identification of funding and delivery of long term treatment solution.	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	Retained	Customer & Place	Unsafe/ unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project , plus staffing issues across the Private Sector Housing Team, could lead 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	Statutory Duty	1. Sustain resources on highest risk cases, resource gaps due to staff departures/retirements are being filled interim basis. 2. Continuous recruitment underway and levelling up exercise to be completed for transferred staff. 3. Final stages of introducing online licensing which should reduce the pressure in the Licensing Technical Support Team.	16	Treat	1. Recruitment of temporary HMO licensing and enforcement officers is ongoing; permanent recruitment should be possible after levelling up exercise being implemented as part of the re-organisation.	Same	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	Joint	Customer & Place	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing and Regeneration	Finance	Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by: 1. Ongoing project to look at further ways of reducing homelessness. 2. Regular performance indicators and financial monitoring. 3. Horizon scanning of legislation changes and lobbying for more funding from government. 4. In house lettings agency for procurement of private rental sector (PRS) properties. 5. Improve insight and intelligence through housing Supply and demand modelling. 6. Links to Housing, Homelessness and Growth Strategies outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 9. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process 10. Delivered plans to rehouse rough sleepers into more permanent accommodation and purchase homes into Opendoor Homes for use of rough sleepers 11. Close monitoring of demand to ensure mitigations deployed effectively	16	Treat	1. TBG to deliver Private Sector Rented proposals; - To acquire 500 homes over 5 years into Opendoor Homes (ODH) - To complete 'tranche 3' ODH new build programme of 350 homes - To complete housing revenue account (HRA) funded delivery of 250 new council homes. 2. Deliver targeted homelessness prevention, households placed into the PRS and overall number of households in temporary accommodation outcomes by April 2023. 3. Review business case for ODH acquisition programmes due to medium-term financial strategy (MTFS) pressures.	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	Joint	Customer & Place	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in harm to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Statutory Duty	1. Policies and procedures include H&S management system; training; induction for new staff; management structures for contract management. 2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment. 3. Violent and Abusive register and Vulnerable Tenant password scheme. 4. Internal specialist HS&C function. 5. Senior officer, Audit and Risk Committee, Resident Board and TBG Board oversight of HS&C. 6. Comprehensive schedule of internal audit by Mazars. 7. Policies and internal Exec/SMT leads for safeguarding. 8. Third party expert advisors. 9. Involvement on London Councils and MHCLG Directors Fire Safety forums. 10. Completion of £52m programme of fire safety works to higher risk blocks. 11. Completed sprinkler installation programme.	15	Treat	1. Develop long term plans for LPS blocks not on existing regeneration estates. 2. Deliver action plan agreed by Housing and Growth committee in January 2023, in relation to mould and damp concerns .	Same	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	Joint	Customer & Place	New build and development	Unforeseen events in the development process such as cost increases, significant delays on site, health and safety, building regulation changes and contractor insolvency could significantly impact the development programme resulting in adverse financial impact to the council.	Head of Housing and Regeneration	Finance	1. Design & build contracts seek to fix costs as far as possible in advance. 2. Financial checks on all contractors pre contract. 3. Payment in arrears based on certificated work completion. 4. Site surveys and constraints reports to identify anomalies and ground risks. 5. Three stage business case sign off pre construction, including Cabinet approval. 6. LBB/TBG monthly project boards to oversee scheme progress. 7. Scheme level risk registers. 8. Experienced Employers Agent and construction specialists deployed on all schemes including design, health & safety and Construction (Design & Management) specialists.	16	Treat	1. Review contingency allowances within contracts that continue to be viable. 2. Continue to work closely with Employers Agents and Cost Consultants in respect of market intelligence. 3. Engage with Greater London Authority and other grant bodies to maximise subsidy. 4. Annual financial resilience checks of developer/contractors.	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.
CSG003	Joint	Customer & Place	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Business Continuity	1. There are multiple-layer firewalls to protect the environment. 2. Annual Security Health Check (Public Sector Network (PSN) Standard). 3. PCI Accreditation. 4. Annual review of over 100 cyber security controls, aligned with ISO 27001. 5. Anti-virus on the server estate. 6. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. 7. Receive weekly updates from NCSC to confirm vulnerability status. 8. Receive weekly and critical updates from Microsoft/ Capita. 9. Annual Cyber Security training and awareness for staff. 10. 24hr Emergency Response 11. Microsoft E5 security - including: advanced threat protection (ATP), advanced threat endpoint protection ATEP 12. Safelinks - email URL scanning to protect access to malicious links that are used in phishing and other attacks. 13. Additional cyber security audit with PwC completed, action plan created. 14. Worked with Business Continuity leads to improve plans to manage impact. 15. Applied for and received funding from DLUHC, with action plan linked to funding. 16. The implementation of an online web protection application (Imperva) preventing DDOS attacks specifically for the Barnet websites	15	Treat	1. Develop additional scenario based training to roll out to senior staff (funding provided by London Councils). 2. Implement action plan from PwC audit to be completed. 3. Implement action plan from BC review. 4. Implement action plan tied to DLUHC funding.	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.

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STR013	Strategic	Customer & Place	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<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.
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 resulting in projects not being delivered on time or no longer being viable.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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.
C&P002	Retained	Customer & Place	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. 2. Dedicated finance resource provides a direct liaison between the council's finance team and the project. 3. Ensuring any treatment plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. 4. Quarterly updates are provided to Cabinet, to provide an update on mitigation strategy and to inform next steps as required. 5. The Station funding and finance strategy was approved in late 2022 and is being reviewed as the station project moves towards close out. 6. Proactive reprogramming to reflect the impacts of external events e.g. strike action on the construction schedule and project costs. 7. Strategy in place to recoup costs arising as a result of third parties including Network Rail. 8. Agreement has been reached with the station contractor on a settlement agreement which brings more cost certainty to the station final outturn. 	15	Treat	<ol style="list-style-type: none"> 1. Continue to secure and progress the efficiencies identified in respect of the mitigation strategy, responding to the budget pressures. 2. Monitor and report these on a monthly basis. 3. Proactive development and agreement of a financial strategy for Brent Cross West that does not put pressure on the General Fund. 4. Implement options for efficiency savings and commercial recovery from third parties. 5. Escalation to government sponsoring departments as required by the programme and in the interests of the council 6. Ongoing discussions with Department for Transport (DFT) and the train operating company, Govia Thameslink Railway (GTR) on amending the station maintenance responsibilities to simplify the funding arrangement. 	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	Retained	Customer & Place	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Interim Senior Parking Lead	Finance	<ol style="list-style-type: none"> 1. Budget setting/monitoring process - monthly reporting. 2. Tracking income levels regularly. 3. Medium term financial models to be widely shared and understood. 4. Strong activity linking to all budget monitoring and close contract management. 	16	Treat	<ol style="list-style-type: none"> 1. Monitor through monthly forecasting with detailed data sets and narrative supplied to corporate finance. 	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	Joint	Customer & Place	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	Finance	<ol style="list-style-type: none"> 1. Quarterly reporting to the Strategic Review Group on progress. 2. Monthly reconciliation with the council's Finance service on progress. 3. Develop alternative solutions, e.g. bring forward purchase programmes. 	16	Treat	<ol style="list-style-type: none"> 1. Develop a full business case to deliver the development of Grahame Park North East. 2. Review loan terms and create new business case if Open Door Homes (ODH) acquisitions programme is to progress beyond 300 homes. 	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.
C&P089	Retained	Customer & Place	People attrition	Difficulties recruiting and retaining experienced and qualified staff could lead to negative impacts on service delivery resulting in business continuity and statutory duty implications to the council.	Director - Highways and Transportation	Staffing & Culture	<ol style="list-style-type: none"> 1. Ongoing recruitment for vacant roles including fixed term contract positions where appropriate. 2. Targeted campaigns to fill technical roles. 	15	Treat	<ol style="list-style-type: none"> 1. Refreshed recruitment and retention strategy with support from LBB with a focus on attracting and retaining the right candidates to the roles to populate the approved structure. 2. Continuation of the Training, Leadership Development and Career Path planning for all staff to enable them to fulfil their roles and responsibilities and develop their Career Path. 3. Align the recruitment and retention strategy with the Procurement Strategy to provide additional capacity to support staff through the peaks and troughs of Business as Usual (BAU) and Project delivery. 	Same	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.
RCS018	Retained	Strategy & Resources	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	Finance	<ol style="list-style-type: none"> 1. Supporting work with Greater London Authority (GLA) and London Councils on long term approaches and funding. 2. Homes 4 Ukraine, Afghan and Syrian resettlement schemes are funded and currently monitored closely. 3. Continually increasing resource to focus on delivery of Homes for Ukraine scheme in Strategy team, Housing Options (accommodation checks) and Children's services (welfare visits). 4. Commissioned BEAM to support Ukrainians into privately-rented housing by crowdfunding initial deposit / housing payments. 5. Work in partnership with Barnet Homes to mitigate the impact of an increase in asylum seekers granted status and approaching for housing. 	16	Treat	<ol style="list-style-type: none"> 1. Apply for Borough of Sanctuary status and currently developing a Borough of Sanctuary strategy to accompany this. 2. Initiate a project to explore long-term systematic approach to all resettlement schemes and explore affordable rent housing options alongside this. 	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.

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	Direction of Travel (from previous quarter)	Current Quarter Review Summary
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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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.
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"> 1. Improved staff engagement. 2. Continued promotion of flexible workstyles. 3. Development of stronger employer brand, promoting benefits of working for Barnet. 4. Effective recruitment processes. 5. Increased capacity in Recruitment Team. 6. Tailored campaign to recruit and retain children's social workers. 7. Targeted campaigns to fill technical roles in Customer and Place. 8. Use of Recruitment & Retention payments where appropriate. 9. Strengthened employee benefits offer through Vivup platform. 10. EDI Action plan. 	16	Treat	<ol style="list-style-type: none"> 1. Changes to pay structure to allow council to better match external market. 2. Ongoing promotion of EDI agenda to ensure that all talent can progress through the organisation. 3. HR/Recruitment engagement with Capita and incoming staff to identify vacancies being transferred over and priority areas for recruitment and retention interventions. 4. 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.