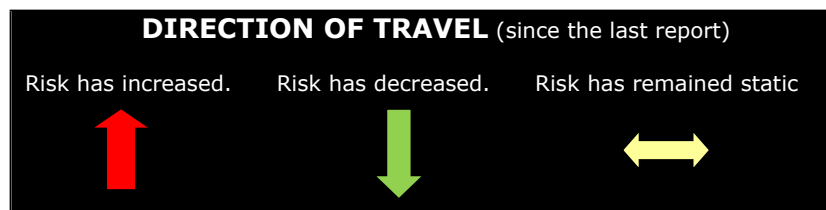


Hackney Corporate Risks June 2019

Report Type: Risks Report

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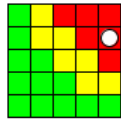



Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0001 National and International Economic Downturn EXTERNAL RISK CURRENT & FUTURE RISK	There is an ongoing risk to the Council's finances arising from austerity measures that the Government are continuing to take (although noises are now being made that austerity is coming to an end). This is now likely to be compounded by the effects of the uncertainty surrounding Brexit. There is the challenge of finding around a further £30m of efficiency savings up to 2021/22 (totalling £140 million since 2010) and possibly more beyond that time. This poses a risk that as a result of reductions made to services and overall funding, the quality and outcome of work impacts adversely on stakeholders, leading to local dissatisfaction and damage to the Council's reputation. Tighter finances result in less capital, repossessions, and potential developments frozen, affecting potential economic development and social infrastructure. This all contributes to a risk of real poverty and inequality emerging in areas of the Borough.	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>June 2019. Risk ongoing due to continuing and proposed cuts by the government. Recent revenue budgets and Capital Programmes have been put together against the backdrop of some of the most significant reductions in Central Government support to Local Government since World War Two. The result of the EU Referendum (on 23/6/16) and the subsequent plans for Brexit (cemented by triggering Article 50 on 29/3/17), is already proving to have a negative financial impact, although not perhaps as severe as some economists predicted. The increase in interest rates (from 0.5 to 0.75%) in August 2018 hints at a slight improvement in some areas, along with the Prime Ministers (unproven) assertion that austerity is coming to end.</p> <p>Ongoing Central Government cuts mean that Hackney must work with £140 million less a year than in 2010, while rising costs and increased demand for services have added a further £42 million of expenditure for the Council to find each year. Over the period 2010/11 to 2018/19 the Council's core</p>

				<p>Government funding shrunk from £310m to £180m – and by 2019/20 it is expected to be just £170m - an overall cut of 45%. The total budget for 2018/19 was £1,074 million, down £17 million on the previous year. All these points illustrate the undeniably challenging financial predicament of the Council. The budget for 2019/20 was signed off recently, with the Mayor clearly stating his perception that austerity seems to be continuing, along with a risk of more cuts through the Fair Funding Review.</p> <p>Clearly, this risk is ongoing and the need for efficiency savings will not diminish in the foreseeable future (especially with Brexit). Therefore this will have an impact on the Council which needs to be carefully managed. Hackney's latest budget confirmed a further reduction in resources of approximately £30m by 2021/22. Score remains at 20 with no movement due to the extremely high impact of the financial consequences.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0001B National and International Economic Downturn	There is a need to ensure that the Medium Term Financial Plan accurately reflects best estimates of future funding levels. Financial planning will be constantly diligent and reflect the changing circumstances of budgets available. Also, controls from other related risks are relevant, e.g. Regeneration projects and Recruitment and Retention [increasing access routes into the Council's employ].	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Ian Williams	31-Jul-2019	June 2019 - action ongoing. Progress made in various areas should provide assurance that even in challenging circumstances, the Council is well placed to manage its duties.
SRCR 0001A National and International Economic Downturn	Whilst the overall risk is external and largely beyond control of the Council, there is a clear need to identify, implement, monitor and resource the delivery of significant reductions in expenditure and to ensure the services that continue to be provided are resourced adequately. Also, Officers' advice to members needs to be explicitly clear as to what can and cannot be delivered including the organisations ability to deliver and implement the commitments contained within the local manifesto.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Ian Williams	31-Jul-2019	June 2019 - action ongoing. At the latest budget, it was agreed that Council tax could be raised by 4.9%, helping mitigate some budgetary shortfalls.
SRCR 0001D National and International Economic Downturn	Savings proposals were developed and agreed with members in order to bridge the forecast reduction in resources in 2019/20 and subsequent financial years. At the same time, the capital programme is subject to review to ensure that available resources are used to deliver Council priorities. Several measures, including numerous restructures, have been used to reduce overall expenditure levels across the Council. There are also continuing efforts at seeking ways to generate additional income, for example in the use of Corporate Estates for events /major regeneration and building projects / changes in service delivery models etc. This is already resulting in considerable savings to help mitigate the risk of funding cuts.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Ian Williams	31-Jul-2019	June 2019 - ongoing. The Senior Management restructure was completed and the final transitional arrangements came to an end in April 2017. Various other restructures are ongoing.
SRCR 0001E	The Council is looking to take advantage of commercial opportunities	Tim Shields; Ian		31-Jul-2019	June 2019 - The Council has sought ways of

Commercialisation	which are presenting themselves as a new way of raising capital and mitigating impacts of austerity. These more innovative ways of working present opportunities to protect the Council against cuts in other areas.	Williams; Kim Wright; Anne Canning			generating income in constrained financial circumstances and therefore the scale of investment activity (for example in commercial property) has increased. As yet, Hackney has not adopted a corporate approach to commercialisation across the organisation, although there are specific examples where commercial activity and projects are in progress or being considered. Successful examples includes those where Council owned property has been leased out to third parties. The Housing Development Board has oversight of multiple crucial projects which could clearly benefit the Council, but also the community at large.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0001A Brexit Implications EXTERNAL RISK CURRENT & FUTURE RISK	<p>Following on from the UK's vote in favour of leaving the EU in June 2016, the fallout from this is producing some serious risks to the Council and country as a whole. Financial issues (external to the Council) could impact massively on income levels, spending ability, and general resources across all areas.</p> <p>The continued possibility of a 'no deal' scenario increases the level of risk, as the lack of a deal would signal an even more solitary break for the UK, with almost all leading economists issuing a very pessimistic prognosis on this situation. The disruption this could cause to supply chains could have a damaging effect on business continuity.</p> <p>Stock markets could fall significantly resulting in a serious impact to the Council's pension funds. The likelihood of an increased triennial valuation is much higher, and the risk of the need for increased general contributions emerges. Also with reduced interest rates, Brexit could continue to impact on treasury investments.</p> <p>The impact of Brexit on exchange rates for Sterling means that there is a risk of material cost increases due to the direct and indirect impact on pricing for software and hardware (the Council may see price rises as suppliers pass on increased costs affecting their own ICT services). There may not be budgets to cover the</p>	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		<div style="text-align: center;">  </div> <p>June 2019 - Article 50 was triggered on March 29th 2017, formally commencing the exit process, which was due for completion on the 29th of March 2019. This however, has been extended (by six months up until 31 October 2019, if required).</p> <p>This risk has increased since the last review a few months ago, particularly as the possibility of (a potentially catastrophic) 'no deal' scenario has become a reality with the terms on any exit still unclear. Also, problems such as the pound's (increasing) weakness have caused the Council some clear losses in purchasing (especially ICT equipment which is bought in dollars).</p> <p>There was an initial 'divorce' settlement agreed in December 2017, which did provide more guarantees on the rights of EU citizens living in the UK. However the main terms on the exact settlement / deal with the EU were to be voted for by Parliament on December 11th 2018, but this was postponed, only adding to the uncertainty and possibility of a no-deal. This vote occurred on January 15th, 2019 and a further unsuccessful one in February, but still no consensus was reached and the uncertainty and chance of there being no-deal has continued, before the six month extension was granted.</p> <p>In the immediate aftermath of the Brexit vote, some of the more pessimistic outlooks were not realised, with the markets remaining steady,</p>

	<p>shortfalls that a weak pound produces.</p> <p>Furthermore, recruitment and retention problems could worsen with the potential loss of employees from EU27 countries. Finally, fears about an increase in possible hate crimes and civil unrest, post Brexit, have not materialised but are still something to consider as the political climate and public feeling remains unstable.</p>		<p>but economists suggest the outlook remains gloomy. Also an atmosphere of political unrest is present especially in areas like Hackney which were predominantly in favour of remain. Thankfully, in Hackney, hate crime/civil unrest has not been an issue as yet (Safer Communities Team monitor this).</p> <p>The focus of this risk is liable to change on an almost weekly basis, especially with the postponement of the parliamentary vote. The European Elections are now occurring on May 23rd, although this perhaps confuses the situation even further with the lack of clarity on the future continuing.</p> <p>With No Deal still a possibility, the council's planning must seriously consider the ramifications. As well as the potential macroeconomic impacts of a No Deal exit, concerns have been raised over the impact on residents of potential increases in food and fuel prices - particularly on the poorest. In addition to this, anxieties remain over the supply of critical medicines to the UK, particularly those which cannot be stockpiled such as isotopes used in cancer treatments.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0001A Brexit Implications</p>	<p>Brexit and its potential impacts are constantly discussed at all levels, whether at HMT, DMT, cross-London leadership discussions or within detailed briefings from Legal Services, which are regularly e-mailed out to all. Sessions have also been arranged for local EU citizens in the Borough to provide access to the latest information about their rights around Brexit, and ask questions of an independent immigration lawyer.</p>	<p>Tim Shields; Ian Williams; Kim Wright; Anne Canning</p>	<p>All</p>	<p>31/8/2019</p>	<p>A separate Brexit Risk Register was initially produced before the main threads of these risks were subsumed into the normal Directorate / Service registers.</p> <p><u>European Settled Status (EUSS)</u></p> <p><i>1. Council Staff</i> Two partnership events for the Council staff have been carried out with the European Commission similar to that already provided for residents, informing citizens of other EU countries of their rights, offering support and guidance on other issues where possible and providing an opportunity to access free legal advice. Around 100 staff signed up.</p> <p><i>2. Residents/Local Workforce</i> The first information session for EU citizens held in October 2018. To encourage eligible residents to apply, a communications plan is being developed to push out the key EUSS messages. This will be structured according to analysis by the Policy and Partnerships team and a workshop with VCS organisations to target individuals at greater risk of not applying for EUSS.</p> <p>The Council is preparing to make EUSS applications for looked-after children in line with its statutory responsibility to do so.</p>

					<p><u>Supply Chains</u> Supply chains have been reviewed with the procurement team to help anticipate potential price increases or supply shortfalls.</p> <p><u>Demand Increase</u> Departments have been prompted to consider areas which could face increasing demand, and take action to mitigate the impact if possible.</p> <p><u>Data Governance</u> We do transfer data to the EU/EEA as part of our cloud hosting arrangements, but are not aware of any cases in which the Council receive data from the EU/EEA. Data hosted in the US is currently covered by the EU-US Privacy Shield. Google hosts data globally, but this data processing is already safeguarded by standard contract clauses so will be unaffected by the UK leaving the EU. The Council's IT team are following the relevant guidance and will work with suppliers to ensure they are preparing accordingly.</p>
<p>SRCR 0001A UK leaving the EU Project</p>	<p>The Council have commenced a special organisation wide initiative called the "UK leaving the EU project". Through multiple meetings and sharing of material, senior officers are discussing and keeping up to date with the impact of Brexit on the full range of Council operations and services.</p>	<p>Ian Williams</p>	<p>Various Directors and other senior officers around organisation</p>	<p>31/8/2019</p>	<p>The first meeting of this group occurred on 7th November 2018. Google community groups have been set up for discussions regarding this. Updates are regularly occurring on all areas of the potential outcomes.</p> <p>The Task and Finish Group meets every three weeks to co-ordinate the Council's preparedness work. The findings of the group's research and actions taken as a result have been summarised in a 'live' briefing document shared with strategic staff and cabinet members. Feedback has been received on this in meetings with cabinet members.</p> <p><u>Emergency Planning</u> A Brexit 'shadow GOLD rota' has been set up ensuring Senior council officer availability 24/7 in the weeks leading up to and after a potential exit from the EU. If enacted, this will replace the normal 7 day cover period by a single Officer and will ensure more effective resilience and capacity under 'emergency/serious incident' conditions. This rota contains a trigger system which will dictate under what circumstances our Borough Emergency Control Centre (BECC) will need to be set up to co-ordinate responses to the full range of possible emergency scenarios. The BECC also has a shadow rota in place in readiness to be stood up if needed on a 24/7 basis. The decision to both stand up the 24/7 GOLD rota and the BECC will be a HMT one, based on circumstances</p>

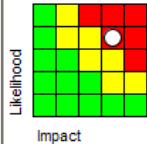

					prevailing at the time. The borough's fuel resilience plan has been reviewed. In the event of a fuel shortage, the borough's designated fuel station will be secured, and access to fuel will be provided only to vehicles with a valid permit (issued by the Council). These would be provided to doctors, waste disposal vehicles, care workers, emergency service's vehicles and similar.
FR DR 0007 Consider potential pricing fluctuations when planning purchases.	The uncertainty of global currency markets and supplier responses to fluctuations means that it is extremely difficult to mitigate this risk. Where possible consideration will be given to the potential of pricing fluctuation when planning purchases and commissioning. This will be an ongoing activity (no fixed end date).	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Purchasing managers	Ongoing	Task and finish Group continues to monitor across all service areas
FR DR 0007b Brexit impact on Treasury and Pensions	Ongoing monitoring of financial markets and close communication with Pension Fund Investment managers/investment consultants. Additionally, there has been ongoing monitoring of financial markets and regular communication with treasury advisers. Monitoring of both interest rates/yields as well as the impact on the credit risk of potential investment counterparties, especially UK based institutions.	Ian Williams; Michael Honeysett	Rachel Cowburn, Pradeep Waddon	Ongoing	Following the leave vote, the Pension team was in immediate contact with fund managers and Investment consultants, receiving commentary from each fund. Pension Committee has received numerous updates and reports and, following the advice of the investment consultants, agreed not to take any immediate action and to monitor the impact on an ongoing basis. Also, UK gilts yields have already reached a record low and the UK base rate marginally increased back up to 0.5% early in 2018, and then 0.75% a few months later (August 2018).

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0002 Management of Capital Programmes / Schemes EXTERNAL RISK FUTURE RISK	From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council moves from a debt free position and become more vulnerable to changes in the market (potential volatility of the housing market affecting sales volumes / value and increasing building costs as a result of weaker GBP against other currencies). This could lead to financial pressures as unexpected costs of borrowing would be incurred. Additionally, Major Capital Schemes may not be managed or targeted effectively to maximise use of resources available and ensure delivery according to expectations. This poses a risk to the successful completion of such schemes, incurring losses and dissatisfied stakeholders.	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		 June 2019 - This risk is ongoing and intensifying somewhat in light of the quantity of high level programmes across the Council. Particularly in regards to property development, the ambitious capital programme requires forward funding, pending future sales of private residential units on completion of regeneration and other mixed use development schemes. In terms of this financial year, the capital programme for 2019/20 is £345m (non-Housing schemes totalling £176m and Housing schemes totalling £169m). The plans for

				<p>Britannia of course, go beyond Housing, which makes this scheme all the more important, and one of the most ambitious in the programme. There are detailed separate risk registers for projects such as Britannia. Britannia has a commercial lead on its senior Management Team and has contracted Arcadis to provide construction cost advice on the School, and financial viability advice for the project, and CoreFive to provide construction cost advice on the leisure centre and residential aspects of the project. This will provide greater financial certainty to Britannia, enabling more informed decision making by the Officer Steering Group and Project Board established to govern it. This should also provide extra assurance about how a major project is being managed. All major projects (another example being the long term plans for the Tesco site) contain detailed break clauses, which essentially provide guarantees that (even with the initial investment) the council cannot lose money.</p> <p>Because of the (recent) increased quantities of forward funding / borrowing here, the impact had to rise to a 5, however the likelihood decreased to a 3 as the controls (and previous experience) provided assurance that the Council was well positioned to manage this risk. Since June, the risk has remained stable.</p>
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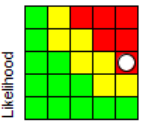

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0002A Management of Capital Programmes / Schemes	All capital schemes are subject to review via capital budget monitoring process. Slippages can be identified via this process and appropriate action taken. The quarterly monitoring that is included in the regular Overall Financial Position (OFF) Report to Cabinet will also be included in future performance review report to Audit Committee. The Capital Monitoring Reports will include more discrete data regarding the actual delivery of the capital programme.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Michael Honeysett	31-Jul-2019	June 2019 – ongoing. The latest Capital Programme has been agreed (at £345m) and no revisions announced as yet. Last year’s actual capital expenditure to March 2019 was at £282.6m, £13.7m below the current revised budget. Such regular (quarterly) reporting should provide increased assurance that everything is being astutely managed, especially with out-turns being below budget.
SRCR 0002B Management of Major Capital Schemes	Major schemes are managed via project boards to ensure appropriate actions are taken to ensure delivery of scheme to expected standards.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Michael Honeysett	31-Jul-2019	June 2019 - ongoing.

SRCR 0002C Management of Major Capital Schemes	The Capital programme is currently subject to overall review in order to reduce the overall call on available resources and to ensure their use is prioritised in line with member decisions.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	Michael Honeysett	31-Jul-2019	June 2019 - ongoing. A refresh of the capital programme has been completed as part of the budget process for 18/19 - and a review of the overall corporate strategy.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0003 Housing Regeneration Programmes EXTERNAL RISK CURRENT & FUTURE RISK	<p>There are a number of key risks which require careful management between Regeneration and a range of services across the Council, including finance, procurement and planning. Major risks are associated with:</p> <ul style="list-style-type: none"> • Procurement and performance related risks with developer/contractor partners. • Falls in property values and increasing construction costs could impact the viability of schemes. • Challenges around social cohesion associated with potential increased polarisation, greater transience and reduced housing affordability. <p>An uncertain economic environment, particularly as a result of Brexit, poses risks to projects that rely mainly or partly on disposal of assets or the subsequent sale of newly developed properties. In addition, if the Council is unable to dispose of the Private for sale and shared ownership homes on its Estate Regeneration or Housing Supply Schemes, due to affordability issues and /or other external economic factors then corporate plan commitments may not be met.</p>	Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>May 2019 - There are a number of regeneration projects ongoing across the borough, including the nationally significant Woodberry Down programme and the borough-wide Estate Regeneration and Housing Supply programmes. These have substantial borrowing requirements which, if not carefully project managed, could adversely impact the Council's overall financial position.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 006a Regeneration Programmes	Application of sound programme and project management methodology for delivery of complex programmes and projects including reporting where agreed tolerances have been exceeded, and finance assessment of business cases including those that need to be revised.	Kim Wright	John Lumley	Ongoing	May 2019 - Risk reviewed and updated.
NH DR 006b Regeneration Programmes	Robust programme management and governance procedures in place for key capital projects and programmes with project sponsorship at Director level. Major schemes are managed via project boards to ensure reputational issues managed and	Kim Wright	John Lumley	Ongoing	May 2019 - Risk reviewed and updated.

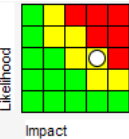

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	project/programme outcomes delivered to required standard, on time and within budget.				
NH DR 006c Regeneration Programmes	<p>Sales and Marketing is now business as usual within the Regeneration Division and has a business assurance role in the delivery of every project.</p> <p>The Council's overarching Sales & Marketing Strategy was agreed at Cabinet in July 2016 with an additional paper presented to Cabinet in November 2016 setting out a flexible framework for affordability and eligibility for shared ownership homes.</p>	John Lumley	Zoe Collins	Ongoing via Gateway Reviews and reporting via Housing Development Board	May 2019 – controls are managed as part of the business assurance role within the Regeneration Gateway Review process and regular reporting to Housing Development Board

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0010 Pension Fund EXTERNAL RISK CURRENT & FUTURE RISK</p>	<p>General market volatility, and recent legislative changes (eg- the ongoing asset pooling of resources and also the opportunity for 'Freedom and Choice') poses risk to investment returns which underpin Fund performance and ability to meet future liabilities without additional financial burdens on taxpayer. If investment returns are poor with a post Brexit plummeting of stock markets, or the outflow of resources is much larger than expected or an asset category seriously underperforms, this will have serious financial implications for the Pension Fund and ultimately add cost pressures to the Council's budget via employer's pension contributions.</p>	Finance & Corporate Resources	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center;"></p> <p>June 2019 - Risk ongoing. The impending Brexit continues to pose risks in the future about meeting liabilities. In its immediate aftermath (June 2016), the initial impact on the markets was negative, but steadied soon after, and has steadily gained strength in the years since. The impact on the strength of the pound has been negative however. In light of this, the economic climate remains volatile.</p> <p>The likelihood of this risk occurring is relatively high, given the likelihood of challenging conditions in investment markets and the impact of changing demographics. The impact has to remain high, given the potential threat to the Fund's ability to pay benefits when they are due.</p> <p>In Oct 2015, the Government called for the assets of the 91 LGPS funds in England and Wales to be pooled into 8 pools of approximately £25bn+ of assets. The Council have now transferred the first tranches of assets to the London CIV. Further proposals will incur transition risks, as well as overall strategic ones so the whole process is being managed carefully, although the overall aim is to make efficiencies in investment costs.</p>

				Of course, an increase in the UK's interest rates could represent an opportunity of sorts for the Council, and Asset Pooling may lead to greater saving and efficiencies. All is being monitored closely.
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0010D Pension Fund	The funding of the Pension Fund liabilities continues to be monitored closely and the Fund seeks to mitigate systemic risk through a diversified portfolio but it is not possible to make specific provision for all possible eventualities that may arise under this heading.	Michael Honeysett; Ian Williams	Rachel Cowburn	31-Jul-2019	Updated June 2019 - ongoing.
FRFSV 0052D Knowledge and Skills	Ensuring those charged with governance of the Fund and for managing the day to day operations have the requisite knowledge and skills to make informed decisions when managing the funding position. Regarding proposed (asset pooling) changes, all consultations and guidance from the Government are being monitored, and responded to where appropriate.	Michael Honeysett	Rachel Cowburn	31-Jul-2019	Updated June 2019 - ongoing.
FRFSV 0053B Pension - Valuation Monitoring	Triennial Valuation assesses the funding position, intervaluation monitoring ensures that movements in the Funding position can be assessed and strategies to manage any deterioration are put in place. Assessment of liabilities at the triennial valuation and the roll-forward of liabilities between valuations helps identify – financial mismatch / falling risk free returns on government bonds / higher than anticipated inflation / increasing fund maturity / insufficient deficit reduction payments.	Michael Honeysett	Rachel Cowburn	31-Jul-2019	Updated June 2019 - ongoing.
FRFSV 0053C Identifying the external risk factors that affect the funding position	Identifying the various risk factors, asset/liability, investment, longevity, interest rates, inflation, liquidity, etc and how the interaction of these impacts on the funding position and adapting the strategy and business plans to manage these risk where feasible. Also regarding future Asset Pooling, planning for transition is considered as part of the Investment Strategy development to ensure assets are transitioned efficiently and within the required timeframes.	Michael Honeysett	Rachel Cowburn	31-Jul-2019	Updated June 2019 - ongoing.
FRFSV 0042D Appropriate levels of knowledge and skills to make decisions	Use of external advisers to assist in making investment decisions and ensuring that decision takers understand the investments of the fund. There is ongoing monitoring of financial markets and close communication with Pension Fund Investment managers/consultants.	Michael Honeysett	Rachel Cowburn/ Pradeep Waddon	31-Jul-2019	June 2019 - Ongoing. Detailed reports get taken to Pensions Committee at regular intervals providing them with the assurance that risks are being managed.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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<p>SRCR 0013 Impact of New Legislation (and Welfare Reforms) EXTERNAL RISK FUTURE RISK</p>	<p>The Council may not be able to respond to external influences on legislation and updated policies, thus risking the efficiency and effectiveness of service provision. Also if requirements of any new act are not met, there would be an adverse impact on the Council's legal and reputational standing.</p> <p>As a result of new policies, the Council's financial position may be adversely affected, constraining its ability to invest or progress work in new areas. Many of these policies could also have damaging consequences for the local community and many people currently living in Hackney.</p> <p>Additionally, the impact of new legislation - seen in areas such as Welfare Reform (especially Universal Credit) - could result in an increase in rent, service charge, arrears, higher legal costs, increased evictions and pressure on the vulnerable (even resulting in homelessness).</p> <p>Further effects of new legislation could be financial, legislative (with a failure to understand the breadth of responsibility) and reputational, directly affecting the local community. There could also be issues amongst the local community in terms of dissatisfaction, lack of understanding and increased financial difficulties.</p>	<p>Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing</p>		<div style="text-align: center;"></div> <p>June 2019 –The Homelessness Reduction Act (April 2018), GDPR (May 2018) and The Housing and Planning Act 2016 are all examples of recent legislation having a significant impact on the demands to the services of the Council. The changes within the Education Bill have not materialised as it was scrapped, however further legislative changes are anticipated in this area in the future. The EU Referendum results and triggering of Article 50 continue to pose great uncertainty going forward. Regarding welfare, the proposed tax credit changes were retracted, however Universal Credit is presenting numerous challenges which are already being planned for (and dealt with) in great detail (after coming into effect in October 2018).</p> <p>Regarding the Housing and Planning Act (2016), the HRA debt cap has now been lifted, the forced sale of council houses removed, and the Council is nearing the end of the 1% rent reduction – therefore having increased flexibility for investing in new homes. So, the risk has lessened here.</p> <p>Furthermore there are other forthcoming examples of proposed legislation that could impact on the carrying out of Council functions, and the risk that needs to be managed is the implementation process and the financial and human resources that may be required. This needs to be kept under review as each legislation is passed and implemented. Likelihood of risk has marginally dropped due to assurance provided by Council's robust approach to new legislation.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0013 Impact of New Legislation</p>	<p>The Council continues to monitor and respond to consultations regarding service delivery and other innovations to ensure that it is fully aware of new and changed initiatives and can react accordingly. All managers keep up to date with external developments which may impact on their work. Careful project and programme management is undertaken to deal with any serious reforms and their implementation.</p>	<p>Tim Shields</p>	<p>Suki Binjal</p>	<p>31-Jul-2019</p>	<p>May 2019 - ongoing.</p>

	There is a monthly Corporate Law Update outlining all the latest legal developments and their potential impact on the Council.				
SRCR 0013A New Policies affecting Housing	<p>Detailed analysis is being carried out regarding the likely impact of these policies, both internally and with other boroughs and representative organisations</p> <p>Individually and with other boroughs, the Council continues to actively making the case to Government for flexibilities to mitigate the adverse effects of these policies.</p> <p>Once the detailed Statutory Instruments have been published (timescales still unclear), the likely impacts of the various policies can be more accurately be assessed and work can continue on preparations to implement the measures in a way that best mitigates the impacts on the Council and residents.</p> <p><i>1% reduction in rents:</i> The current HRA savings plan delivers a fully resourced HRA and keeps HRA borrowing at a sustainable level now that the HRA debt cap has been removed. The HRA business plan is monitored annually as part of the budget setting process, taking into account arising cost pressures, changes in government policy and legislation, and any service changes.</p> <p><i>Starter Homes:</i> The Council has made and continues to make the case to Government that Starter Homes should not be included within the definition of 'affordable housing' in Hackney. We will work with the London Mayor to help make the case for a workable implementation of the initiative in London and, though the Local Plan review, ensure that this is addressed in local planning policy.</p> <p><i>Homelessness Reduction Act:</i> This was agreed by Parliament and received Royal Assent. The date for implementation was April 2018. The impact of this is significant for the Council taking into account the impact of the 56 day 'nowhere safe to stay' duty, changes to s21 notices, the additional reviews anticipated and the additional resources required to carry out assessments and manage the necessary additional temporary accommodation. The total cost could amount to up to £11.4m in year 1, as well as placing significant additional strain on the Council's temporary accommodation estate.</p>	John Lumley; Ajman Ali	Kevin Thomson	31-Mar-2019	Updated
SRCR 0013B Care Act 2014	This Act has reformed the law relating to care and support for adults and the law relating to support for carers. Detailed work has been undertaken to ensure its effective implementation, and clear timescales and budgets which need to be adhered to. Adult Social Care managers have a robust monitoring system in place to track the impact of the Care Act which will inform service and financial planning.	Anne Canning		31-Jul-2019	The Care Act introduced serious changes and new responsibilities for local authorities with broad changes in social care and delivery in tight timescales. Although the introduction of the cap on care costs was deferred until April 2020 (and now been further postponed), the introduction of the national eligibility criteria is widening the responsibility of the Council in

					respect of care and support and increasing demand for services. Potential consequences of this risk could include a major adverse impact on the Council's financial health and Adult Social Care savings delivery plan. Additionally there would be a strong additional demand on services. Also if requirements of any new Act are not met, there would be an adverse impact on the Council's legal and reputational standing.
FR RV 1617 Impact of new Welfare Reforms	The risks have been / are being managed by detailed programmes of training and briefings for staff, along comprehensive literature explaining any changes. There has been a communication strategy specifically developed for this so that the public have everything explained and broken down as comprehensively as possible. Resident's briefings, 'surgeries', and online explanations also further contributing to making transitions as smooth as possible.	Ian Williams	Kay Brown	31-Jul-2019	Control updated June 2019. Welfare Reforms (introduced in recent years and still continuing) include benefit caps, new rules on under occupancy, and changes to DLA, Council Tax Support and also Universal Credit (which started in October 2018). All these reforms could result in an increase in arrears, higher legal costs, increased evictions and pressure on the vulnerable.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0018 Workforce & Skills INTERNAL RISK FUTURE RISK	<p>The world of technology and work is changing fast and there is a risk that the Council might fail to maximise the potential of these changes, including the potential to transform services through effective use of data, technology and digital approaches and mind sets. As well as the risk of missing opportunities to deliver more cost effective services, this also risks Hackney failing to meet residents' expectations of the Council's services.</p> <p>There is also the additional risk that amidst an atmosphere of financial reductions and redundancies, the Hackney workforce become demotivated, leading to a negative atmosphere amongst workers, impacting upon service delivery and leading to dissatisfied stakeholders. Also that restructures may cause temporary loss in efficiency as officers are unsure of how new reporting arrangements, responsibilities and service provisions are put into practice. Knowledge could be lost with a large number of experienced staff taking redundancies. An additional organisational risk in this area is around the modernisation agenda and a need for the workforce to adapt and</p>	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		<p style="text-align: center;">↓</p> <p>June 2019 – The focus of this risk has changed over the last year. The importance of skills within the workforce is now the prominent theme of this risk with the modernisation agenda requiring a need for the workforce to adapt, change and be receptive to new ways of working. Failure to do this could result in the Council lacking to dynamism to succeed in effectively utilising opportunities open to it.</p> <p>Risk has reduced with likelihood going down, with more stability post restructures. A major (Senior Management) restructure has been long completed (with final interim arrangements ending in April 2017) whilst further ones have occurred (or are continuing). These are</p>

	change and be receptive to new ways of working. Failure to do this could result in the Council lacking to dynamism to succeed in effectively utilising opportunities open to it.			being carried out for a variety of reasons including improving team's organisational efficiency, adapting to new ways of working and also in some areas due to cuts to funding. However, the new changes have generally been embedded effectively, so the likelihood of negative impacts to service delivery have reduced. Procedures are documented so arrangements in place not to lose knowledge. The Council are currently switching over to G-suite, which will result in increased efficiencies and dynamism, and the transition is being carefully managed by project teams overseeing a phased process. This should provide assurances that teams will effectively adapt to the new ways of working, and reduce the likelihood of an organisational disruption.	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0018 a Workforce & Skills	Investing in staff skills and digital leadership across all services Ensuring that the Council has a joined up approach to workplace - designing technology, workspace, policy and practice to ensure that these come together cohesively to support maximisation of these opportunities.	Tim Shields, Ian Williams	Dan Paul, Rob Miller	31 June 2019	June 2019 - This is currently being accomplished through close work between ICT and HR. Also new technology is currently being installed all around the Council with Chromeboxes / books being installed for all to ensure better and more efficient usage.
SRCR 0018 b Workforce & Skills	There are detailed HR procedures and processes to deal with all relevant areas (including problems/instability created by restructures) and these are carefully adhered to by teams involved. All communication is regular and carefully considered. Staff are well supported in adapting to new ways of working (whether from an IT or HR perspective).	Tim Shields	Dan Paul	31 June 2019	June 2019 - these controls are in place and continuing.
SRCR 0018 c Workforce & Skills	Ensuring that the Council's strategic plans reflect these opportunities	Tim Shields	Policy	31 June 2019	New Corporate and Community Strategy (2018-2028) reflect this.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0018B Recruitment and Retention INTERNAL RISK CURRENT RISK	Services across the Council struggle to effectively and successfully recruit for certain positions, leading to a negative impact on service delivery. Also, with the Council needing an increasingly agile workforce (not constrained by traditional customs and	Chief Executive's; Children, Adults & Community Health; Finance & Corporate	 <p>Likelihood Impact</p>	 May 2019 - Risk was recently broadened across the Council by HMT

	<p>practises), it may struggle to compete with other organisations to get the best candidates.</p>	<p>Resources; Neighbourhoods & Housing</p>	<p>(from having been focused on ICT). Risk has recently dropped with likelihood decreasing to 2, reflecting some positive progress made. Ongoing work is taking place to assess the recruitment strategy for technology and data roles and identify further steps that can be taken to fill vacancies that arise. The ICT team have contributed to the development of the Council's new recruitment website.</p> <p>In a competitive market for skills the Council has experienced difficulties recruiting to a range of roles essential to delivery of services and planned service improvements (including ICT, Adult Social Care, Quantity Surveyors and Highway Engineers). This could impact seriously on the ability to develop and maintain effective service delivery due to difficulties with recruitment and retention. This is exacerbated by the recent changes to IR35, which is having the effect of driving skilled specialist workers to the private sector (as many ICT skills are transferable across sectors) and also worries about Brexit's potential impact on EU workers.</p> <p>However, there have been recent developments on this. Particularly with the completion of the first (and largest) phases of the ICT restructure with senior positions having been successfully filled through a creative campaign, emphasising the benefit of Hackney as a place to work and also offering market supplements to ensure the organisation is able to be competitive with wages across the market. Overall, the Council has enjoyed some very positive results in terms of attracting high calibre candidates and filling many roles that were expected to be tricky. Therefore, there is now increased assurance that going forward, this risk can be effectively managed.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0018B Recruitment and Retention</p>	<p>Services are continuing to work with HR / OD to carry out the following suggested mitigations:</p> <ul style="list-style-type: none"> - review recruitment strategy and identify other measures which can be taken to promote Hackney Council as a great place to work in technology and attract high quality candidates - review salary supplements to ensure that these are providing market competitive salaries and are also fair and transparent - review career development paths within the service and also ensure that apprenticeships / graduate trainee 	<p>Tim Shields; Ian Williams; Kim Wright; Anne Canning</p>	<p>All Service Managers</p>	<p>31-Dec-2019</p>	<p>May 2019: The current salary supplement model is being reviewed ahead of the scheduled update of supplements in April 2020 to ensure that it remains fit for purpose and Hackney continues to be competitive in recruitment to technology and data roles.</p> <p>All roles are now benchmarked</p>

	opportunities are being used effectively to develop internal talent.				against the market, in line with the new Council salary supplement scheme. A prototype for an improved approach to recruitment advertising has been tested over the last year, and this will be reviewed ahead of recruitment arising from the restructure.
FR DR 007 A Training and development	Training and development needs for all staff have been captured from yearly appraisals and 1-2-1 documents. All HR procedures are followed correctly to ensure staff are valued and treated appropriately whilst at work. Where possible acting up and secondment opportunities are made available to staff. This helps contribute to an improved experience of working at Hackney and to an extent, mitigates the risks of absences and departures.	Tim Shields; Ian Williams; Kim Wright; Anne Canning	All managers	31-Dec-2019	Control reviewed and amended May 2019. No further specific updates to report. Identification of training and development needs and provision of training / learning support is ongoing. If all these processes are followed, (with staff having opportunity for improved professional development) that should lead to a greater assurance that this risk won't materialise.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0021 Cyber / Information Security INTERNAL /EXTERNAL RISK FUTURE RISK	There is a risk that the security of Council's systems, network and devices could be compromised.	Finance & Corporate Resources	<p>Liellhood</p> <p>Impact</p>	<p>May 2019: No further specific updates to report. The Council's accreditations with external information security standards are up to date and ongoing work from the ICT service is reported to the quarterly Information Governance Group. The Council's ICT team are also introducing proactive security assessment for new cloud based digital services and working with the Cabinet Office, National Cyber Security Centre and Local Government Association to help shape future government security standards.</p>

				<p>The likelihood slightly decreased (4 to 3) at the previous review in light of positive progress made in making cyber security more robust. This remains stable. This is an ongoing risk and of increasing importance as more Council services are dependent on ICT and electronic information. Also, there is an increasing internal awareness (of staff) of the concept of cyber risks (and what precautions to take). With the move to the new system on G-suite, all transitions will be in line with Information Security risk management. The Council's accreditations for the NHS IG Toolkit (which is being replaced by a new assurance framework) and the PSN Code of Connection are up to date and renewing these is part of BAU activity coordinated by the ICT Services division.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
FR IT 0006a Ensure compliance with the PSN Code of Connection and other applicable standards (including the ICT security requirements for compliance with the NHS IGSoC).	<p>Ensure that good security practice is reflected in the Council's technical architecture and operational practices, including annual PSN Code of Connection compliance assessment (supported by IT health check)</p> <p>This will be an ongoing annual activity (no fixed end date).</p>	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2019	<p>May 2019: No further specific updates to report. The Council's accreditations with external information security standards are up to date and ongoing work from the ICT service is reported to the quarterly Information Governance Group.</p>
FR IT 0006b Ensure that all users of the Council's systems and data take appropriate measures to protect these.	<p>Ensure that the Council has effective policies, guidance, training and measures to enforce compliance for all users (including Members). This will be an ongoing activity (no fixed end date).</p>	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2019	<p>May 2019: the enhanced training has now been rolled out to 3271 officers (at the time of writing) and roll out to Members will take place soon. Enforcement of the mandatory training is also</p>

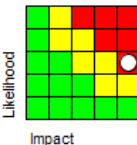

					in place.
FR IT 0006c Ensure that all hardware and software is supported for security updates.	Ensure that infrastructure and application lifecycle management practices are in place and functioning effectively so that the Council's systems remain supported. This will be an ongoing activity (no fixed end date).	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2019	May 2019: No further specific updates to report. The Council's accreditations with external information security standards are up to date and ongoing work from the ICT service is reported to the quarterly Information Governance Group.
FR IT 0006d Plan for upgrade required to end use of Windows 7 ahead of the end of Microsoft support (January 2020).	Upgrading the Council's desktop environment is a major activity and this will require careful planning and preparation, as well as significant allocation of funding.	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2019	May 2019: Work to plan the upgrade from Windows 7 will begin in June this year. Recent work undertaken to successfully upgrade the VDI desktop has provided valuable learning opportunities for the team. We are now confident that we have an approach that will allow us to progress the upgrade to Windows 10 upgrade in a relatively short timeframe by November 2019.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0019 Information Assets INTERNAL RISK FUTURE RISK	The Council holds a wealth of information assets across its services. It is essential that this is managed in compliance with requirements such as the Data Protection Act, the NHS IG Toolkit and also the forthcoming General Data Protection Regulation (which came into effect from May 2018). It is also essential that the Council is able to use these information assets effectively to commission and deliver high quality services, reduce costs and work in	Finance & Corporate Resources		 May 2019: No further specific updates to report. The Council's accreditations with external data protection standards are up to date and ongoing work from the ICT service is reported to the quarterly Information Governance Group.

	partnership with other agencies and providers.			<p>The programme of work to implement enhancements to the Council's information governance arrangements in line with the requirements of the new Data Protection Act and the General Data Protection Regulation is continuing and progress is reported into the Council's Information Governance Group. A recent (August 2018) internal audit review of the Council's preparations for GDPR gave an assessment of Reasonable Assurance.</p> <p>The Council's accreditations for the NHS IG Toolkit (which is being replaced by a new assurance framework) and the PSN Code of Connection are up to date and renewing these is part of BAU activity coordinated by the ICT Services division.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
FR IT 0001a Information management	<p>Ensure effective information management policy and processes are in place so that the Council meets the requirements of the Data Protection Act / other legal and regulatory compliance arrangements.</p> <p>Ensure that the Council's information assets are managed robustly and used effectively to provide insight and to integrate Council and partner services, and deliver the maximum benefit to residents and businesses.</p> <p>This will be an ongoing activity (no fixed end date).</p>	Ian Williams	Matthew Cain	31-Dec-2019	<p>May 2019: No further specific updates to report. The Council's accreditations with external data protection standards are up to date and ongoing work from the ICT service is reported to the quarterly Information Governance Group.</p>
FR IT 0001c EU General Data Protection Regulation: ensuring compliance from May 2018 and beyond	<p>Programme of preparatory activity to support Hackney's compliance with the GDPR was carried out. This included changes to the Council's information management arrangements, data retention, privacy provisions and practise across all Council teams who handle people's personal information. Work continues to ensure all is consistently compliant.</p>	Ian Williams	Matthew Cain	31-Dec-2019	<p>May 2019: No further specific updates to report. The Council's accreditations with external data protection standards are up to date</p>

					and ongoing work from the ICT service is reported to the quarterly Information Governance Group.
FR IT 0001d Third party information sharing	<p>Ensure that we can do business efficiently and seamlessly by having appropriate data sharing agreements in place.</p> <p>It will be critical to ensure that control requirements are assessed and the implications for Hackney users are clear and proportionate (eg. some third parties require controls that would excessively restrict the Council's use of systems and buildings etc, and these may be barriers to information sharing).</p> <p>This is an ongoing activity (no fixed end date).</p>	Ian Williams	Matthew Cain	31-Dec-2019	<p>May 2019: No further specific updates to report. The Council's ongoing work to develop information sharing agreements in response to service needs is reported to the quarterly Information Governance Group.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0020 Corporate (ICT / Business) Resilience.</p> <p>INTERNAL RISK</p> <p>FUTURE RISK</p>	<p>(Risk that) the Council does not currently have a robust and tested corporate resilience plan in the light of a major incident affecting its business. (An example would be a major failure affecting the Council's hosting facility provider - Advanced 365. The clear risk here would be the loss/unavailability of the external data centre - single point of failure.) This could impact on service delivery throughout the organisation.</p> <p>There is also a risk that Business Continuity Plans across the Council's services do not accurately reflect the disaster recovery provision that is available. This could result in services not being able to invoke their continuity plans effectively due to incorrect assumptions.</p>	Finance & Corporate Resources		<p style="text-align: center;"></p> <p>June 2019 –</p> <p>It is essential for the Council to provide some assurance that we are suitably prepared to respond and adapt to incremental change and sudden disruptions. Clearly this could impact massively on our ability to effectively deliver services, so resilience is a critical part of future planning. The recent BA incident emphasises the importance of careful management within this area.</p> <p>DR provision is in place for critical systems and 1200 <i>myoffice</i> desktop sessions as additional infrastructure</p>

				<p>capacity has been added. Successful DR testing has recently taken place, providing assurance of overall resilience.</p> <p>As of May 2019, there are no further updates - the Council has tested DR provision in place and the ICT Services division's Business Continuity Plan has been signed off and tested.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
FR IT 0003a Resilience of ICT systems / Disaster Recovery	<p>Work is currently in progress to commission resilient hosting arrangements in the Council's Stoke Newington offices. This will provide the facility to restore critical systems (based on a previously agreed list of corporate priority applications) so that priority Council services will have access to their systems within 4 hours of a major outage with loss of data limited to 15 minutes (Recovery Point Objective). A test on 1 key application has already proved successful.</p> <p>It must be noted that this provision will not give instant seamless failover for these services - so Council services must ensure that their Business Continuity Plans include plans in the event that ICT systems are not available - other services whose systems are not included in the resilience provision must ensure that their Business Continuity Plans include plans for extended unavailability of their ICT systems.</p>	Ian Williams	Henry Lewis	31-Dec-2019	<p>May 2019: No further specific update. The ICT service's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets quarterly. Migration to G Suite has successfully completed.</p> <p>Also, the Council has tested DR provision in place and the ICT Services division's Business Continuity Plan has been signed off and tested.</p>
FR IT 0003b Review of Business Continuity Plans across the Council's services.	<p>The Corporate Business Continuity Manager is supporting service managers across the Council in carrying out a review of their Business Continuity Plans. This is designed to identify critical services and their continuity requirements, and will help ensure that their plans are based on accurate expectations of the provision available.</p> <p>It is planned to implement a rolling 18 month schedule of review for all the council's BCPs. This will be in</p>	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2019	<p>May 2019: No further specific update. The Council's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets</p>

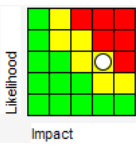

	place following the current review of BCPs across all services, which has pretty much been completed within the last six months.				quarterly. Also, the corporate review of Business Continuity Plans has completed.
SRCR 020A -Corporate Resilience Forum	A Corporate Resilience forum has been established and will take overall strategic lead reporting to HMT. However the specific ICT issues are still managed by ICT themselves.	Kim Wright	Cross Council	Ongoing	From paragraph 1.1-1.2 of the CRF report: 1:1 The CRF oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. 1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0023 Person suffers significant harm, injury or death EXTERNAL RISK FUTURE RISK	Children, young people and adults who use our care and support services are at higher than usual risk of harm, injury or death. If risks are not adequately assessed and protected a child, young person or adult could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures. Additionally, general members of the public or Hackney staff could suffer harm due to a lack of general health and safety measures being in place.	Children, Adults & Community Health		 Update May 2019 – This remains a high risk, although the controls should provide strong assurance that we are well positioned to manage it.

Control Title	Control Description	Responsible	Service	Due	Control - Latest Note
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		Officer	Manager	Date	
CYP 006B Local Safeguarding Children Board (LSCB) reviewed and operating as an effective multi-agency forum.	The City & Hackney Safeguarding Children Board (CHSCB) has a remit to monitor safeguarding across all partner agencies, including the local authority.	Anne Canning	Rory McCallum	31 June - 2019	Update May 2019 – A range of measures have been put in place to ensure the CHSCB is operating as an effective multi-agency forum. There is an Independent Chair in place, defined governance arrangements, regular attendance from partners at Board and relevant sub / working groups and Hackney-specific self-assessment. CHSCB also maintains a risk register covering all key statutory requirements; these actions and progress are regularly reviewed through the CHSCB Executive and full CHSCB. The July 2016 Ofsted inspection rated the CHSCB as 'Outstanding.' The government's response to the Wood Review of LSCBs published in May 2016 removed the requirement for local areas to have boards with set memberships. A new requirement has been placed on Councils, the police and the NHS as 'key partners' to decide how boards are organised and what area they cover, while statutory functions will not change for individual agencies. Safeguarding partners are required to notify the Secretary of State for Education that they have agreed and published their new arrangements by June 2019 and have these arrangements up and running by September 2019. Discussion is currently taking place amongst key partners (Police, CCG & LBH) to ensure that new arrangements are in place by the deadline.
CYP 006D Ensure staff have the necessary skills to ensure risk and need are properly assessed	The Directorate as a whole understands areas of high risk and works together to mitigate risk in relation to individual children by joint training and development and joint monitoring of practices across the services.	Anne Canning	Sarah Wright	31 June - 2019	May 2019 - Ofsted inspectors noted in July 2016 (confirmed in February 2019) that "When children are at immediate risk of harm, referrals are dealt with swiftly and children are seen to complete effective child protection enquiries. Appropriate decisions are taken when risk is identified to safeguard children."
CYP 006E Child Protection procedures in place	Children subject to Child Protection Plans and Looked After Children are visited in line with statutory guidance and care plans are monitored, updated and amended as appropriate. Children are to be seen alone.	Anne Canning	Sarah Wright	31 June - 2019	Update May 2019 - Ongoing, monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Child Protection Conference Chairs and Independent Reviewing Officers.
CYP 006F Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments. These follow a consistent format. Also, the internal health and safety team conduct assessments and provide advice to	Anne Canning	Pauline Adams	31 Mar - 2019	Update May 2019 - All providers of proposed activities, including the local authority, are required to submit a written risk assessment which is scrutinised and approved / not

	mitigate risks of harm to staff in the course of work.				approved by the service area. Where a risk assessment is not approved, the activity is not able to proceed. Minimum ratios of adults to young people are required. Our external commissioned providers are also expected to demonstrate that they meet health and safety standards as part of their contract including systems and processes for conducting risk assessments of premises and activities.
CACH ASC 0005 Implementing a robust safeguarding approach across adult services	The City & Hackney Safeguarding Adults Board, with a newly appointed independent chair, is monitoring the refreshed strategy for safeguarding adults to ensure the delivery of the strategic outcomes which includes embedding learning from Safeguarding Adult Reviews into practice through policies and training.	Anne Canning	Simon Galczynski	31 Mar - 2019	May 2019 – As a stand-alone risk / control, this would be lower than red, however in the overall context of the risk (especially relating to children), it remains red.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0024 Devolution INTERNAL RISK FUTURE RISK	The Council does not take advantage of the devolution powers on offer and therefore misses any potential benefits they could present. By not capitalising on this opportunity the Council could miss a genuine chance to increase revenues, streamline services and improve efficiencies.	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		 May 2019 - This has been mentioned at an earlier Audit Committee as being a good example of an 'opportunity' risk. The negative side of this lies in not capitalising on its potential. The opportunity is that by utilising the new powers / funding, savings and improved efficiencies occur, to the overall benefit of the Council. Hackney has already been at the forefront of taking part in a health and social care devolution. The integrated commissioning model which was approved by Cabinet and is well underway ensures that this innovative approach continues, and is evidence the opportunities are not being missed.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0024 Devolution	Detailed talks (at Senior Management level) and preparation continue to ensure all are best prepared to take advantage of what devolution can offer.	Tim Shields; Ian Williams; Kim Wright; Anne Canning		31 Jul - 2019	May 2019. This work is clearly ongoing, and evidence of its success can be seen in Cabinet's approval of Integrated Commissioning across the borough

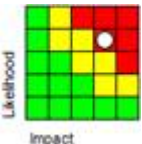

					with CCGs. There is significant opportunity connected to this risk in that serious opportunities could be missed if we do not take advantage of it.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0025 Contract Procurement and Management (especially in Housing Services). INTERNAL RISK CURRENT RISK	As a result of Contract Management not being carried out properly or with regard to agreed parameters, revenue is lost or charges are levied which are not justified, leading to a poor level of resident's satisfaction (and general negative reputational impacts), unjustified cost and time overruns. Poor procurement decisions could result in non-viable contracts being awarded to non-viable contractors.	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing		 May 2019 – Risk continues in light of the amount of investigation work currently ongoing. This risk is demonstrated by some of the work the Pro-active Fraud team is undertaking. A major investigation is well underway into external contractors and how their relationship with Housing Services (formerly Hackney Homes) has been managed, and whether the work actually completed accurately corresponds to the charges which have been levied. Also scrutiny is being applied to the quality and accuracy of their work. All this ultimately relates to the Council ensuring it gets the best deal for its money.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
NH DR 007a Contract Specification in place	Contracts clearly define the requirements of the business. Also, regular liaison meetings with contractors.	Sinead Burke	Each Contract Manager	Ongoing	June 2019 – these controls are in place and continuing and KPIs regularly reviewed along with monitoring of spend pattern / profile.
NH DR 007b Tender Stage process followed	Robust tender process in line with EU procurement law and council standing orders. Internal procedures reinforced via regular Planned Asset Management/Procurement meetings, establishment of contract management board, and current recruitment to additional housing procurement resource.	Sinead Burke	Each Contract Manager	Ongoing	June 2019 – these controls are in place and continuing.
NH DR 007c Contract Monitoring and Fraud Prevention	Restructure of Asset Management Team is based around the new contracts and clarity of responsibility for the contract managers in line with the contract manual. Key performance indicators in placed and used to assess the performance of the contracts. Where these show poor	Ajman Ali		Ongoing	June 2019 – these controls are in place and continuing.

	<p>performance, corrective action is taken in line with contract procedures; recent examples include reallocation of work away from poorly performing contractors or raising Early Warning Notices.</p> <p>Final accounts prepared in a timely manner. A cross-working team has been established with Leasehold Services to ensure final accounts are prepared in line with leasehold recharge requirements as well as contract procedures.</p> <p>Regular contract audit.</p> <p>A Fire Safety Programme Board has been established to ensure greater oversight of capital fire safety projects. This board is chaired by Kim Wright with agenda items led by Jon Markovic.</p>	<p>Sinead Burke</p> <p>Sinead Burke</p> <p>Michael Sheffield</p> <p>Jon Markovic</p>	<p>Contract Managers</p> <p>Contract Managers</p> <p>Fraud Investigation Officers</p>		
NH DR 007d Review of form of Contract	The Contract options are being reconsidered to ensure that the contract form is fit for Hackney's purpose.	Ajman Ali; Rotimi Ajilore	Sinead Burke	Ongoing	June 2019 – these controls are in place and continuing
NH DR 007e Detailed Council guidance in place for Procurement, Partnership and overall Contract Management	There is detailed supporting guidance available for all elements of the procurement process, including detailed Risk Assessment tools and specialised Partnership guidance.	Rotimi Ajilore	Contract Managers	Ongoing	June 2019 – these controls are in place and continuing.
NH DR0007f Establishment of Housing Capital Monitoring Board	<p>The Group Director Neighbourhoods and Housing has established a Housing Capital Monitoring Board to</p> <ul style="list-style-type: none"> maintain an overview of the Asset Management Plan element of the Housing Capital Programme approved by Cabinet; make decisions on the progression of Housing Capital schemes using the Gateway process. approve Sectional Commencement Agreements (SCA) with the Council's contractors, ensure that each capital scheme has a robust communications plan linked to each Gateway point to ensure residents are consulted and engaged in capital investment in their homes, monitor delivery against the programme, and make decisions on the reprioritisation of capital resources within the capital limits approved by Cabinet as part of the annual budgeting process. <p>The Board is responsible for ensuring that the schemes undertaken through the Housing Capital programme have a communications plan that joins up with other initiatives</p>	Ajman Ali/Deirdre Worrell	Sinead Burke	Ongoing	June 2019 – New Control established.

	and projects affecting a locality so that communications with residents on estates where works are taking place are holistic. This board approves all Sectional Commencement Agreements (SCA) for issue to contractors. A checklist is presented on each project which outlines how pre-contract procedures have been completed. A full list of all SCAs (issued and in development) is now available.				
NH DR0007g - Asset Management Strategy	A new asset management strategy went to March Cabinet for approval, and was fully ratified at the meeting on March 25 th . This sets out the decision making framework for all capital projects and will ensure that a consistent rationale is in place for all capital expenditure. It identifies an action plan of supporting processes to be developed to implement the strategy (e.g. procurement strategy, staff resources, IT systems) and timeframes for identifying these.	Ajman Ali/Deirdre Worrell/John Lumley	Sinead Burke/Simon Theobald	August 2019	June 2019 – Approved in March. This report sets out the long-term objectives for investing in Hackney homes to ensure that the council build on recent successes, demonstrate continuous improvement and achieve the ambition of becoming the leading social housing provider.
SRCR 0025 Contract Procurement and Management (especially in Housing Services).	Major investigation is ongoing with dedicated team (Proactive Anti-Fraud Team).	Ian Williams	Michael Sheffield	02-Aug-2019	Progress is confidential at this stage.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
SRCR 0027 Impact of the government reforms on education service delivery. EXTERNAL RISK FUTURE RISK	Government policy on the overall role of LAs, the academisation of schools and the role of LAs in school improvement reduces the LAs mediating role in the local schools system and its authority and capacity to provide leadership to the system.		<p style="text-align: center;"></p> <p>May 2019: The government has announced changes to the role of the Regional Schools Commissioner and the grounds for conversion to Academy status have been restricted to only schools who have failed their Ofsted. Recently, however, the Secretary of State for Education has promoted the benefits of academisation for schools, signalling that this remains the Government's preferred option.</p> <p>The HSG proposals have been consulted upon with Heads, Chairs of governors and elected members. These have been positively received and a report to LBH Cabinet will be submitted outlining a</p>

			<p>proposed model for a strategic advisory board that will facilitate greater involvement by schools in the local education system.</p> <p>Staff development is a significant strand in HLT's Continuous Improvement Plan, this will feed through to the Learning & Development strategy for staff. This will help to mitigate the risks around staff retention. On-going staff engagement is important, and staff briefings will be utilised to ensure staff are informed of developments.</p>
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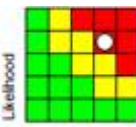
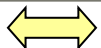
Control Title	Control Description	Service Manager	Control - Latest Note
<p>SRCR 0027A Development of an alternative service delivery model that provides a governance and partnership structure for the local schools system.</p>	<p>An alternative model for the governance of the Hackney school system is developed to work within the academised school system that retains the capacity for the strategic and system wide provision of school improvement and SRAS functions to ensure continued school improvement.</p>	<p>Anne Canning; Frank O'Donoghue</p>	<p>April 2019 - Progress has been made on defining the work packages that need to be completed to move progress forward on several work streams. Operational difficulties in securing the programme management have resulted in a material delay to the timetable. At the same time, there appears to be reduced government impetus to school conversions, at least in the short term, although the push for academisation is still present.</p>
<p>SRCR 0027B Staffing challenges – Developing a strategy that retains staff with key skills knowledge and ability; identifying new talent and encouraging people to work for HLT.</p>	<p>Ongoing contraction of the public sector means it is not easy to encourage skilled and talented people into the public sector.</p> <p>The risk of being unable to retain talented people over time is also a challenge.</p> <p>HLT will need to maintain an innovative approach by: Retaining current talented employees; identifying and encouraging new talent and changing the culture of long serving staff to meet the new challenges we face.</p>	<p>Anne Canning; Olly Cochrane</p>	<p>April 2019 - As the HSG model develops, with the services work strand, we will consider and review the necessary next steps in terms of retaining key staff and developing appropriate skills required for the future viability of HLT.</p> <p>HLT's Learning & Development and Organisational Development Strategy are continuously under review to ensure the best possible offer is available for staff. Management development and continuous professional development is key to the recruitment and retention of a highly skilled and motivated workforce. A programme of management development has been organised. HLT staff are also encouraged to participate in the Hackney offer.</p> <p>The Organisational Development strategy is particularly focussed on a coaching culture which in turn encourages staff engagement.</p>

Risk Title	Description of Risk	Current Risk	Risk - Latest Note
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		Matrix	
<p>SRCR 0028 CYPS, SEND funding – Escalating SEND spend has an adverse impact on HLT and Council budgets.</p>	<p>The number of pupils eligible for SEN statements continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit.</p>		<p>May 2019 – Judgement was handed down by the High Court in April 2019, following the judicial review hearing last autumn. The judgement rejected arguments that the Council’s policies were unlawful.</p> <p>Progress continues to be limited towards achieving any cost reductions. Given the potential impact on council finances (£5M deficit and rising), alongside the possible impact on residents and the Council’s reputation, the highest possible risk rating has been applied, to reflect the severity of this risk.</p> <p>The risk remains at this level due to the combined effect of the Council not receiving any significant additional funding over many years in spite of a dramatic increase in pupil numbers, combined with difficulty in reducing provision for pupils with existing support plans and transport. The prospect for immediate cost reductions is restricted due to the time taken for funding changes to be implemented and the limited control over aspects of the cost.</p>

Control Title	Control Description	Service Manager	Control - Latest Note
<p>SRCR 0028 a Management of financial impact of SEND budget pressures.</p>	<p>Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan result in medium cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HLT is not detrimentally affected by the overspend, is imperative.</p>	<p>Anne Canning; Andrew Lee</p>	<p>April 2019 – There has been very little change and very little progress. Short term reductions in SEND costs have been difficult to achieve. A small reduction of 5% has been agreed and this was launched from April 2018, regarding SEND support paid to schools for new EHC plans. This is not expected to result in significant savings.</p>

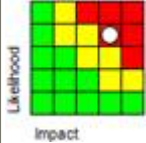
Control Title	Control Description	Service Manager	Control - Latest Note
SRCR 0028 b Risk 06 - SEND Management Options Plan to address SEND budget pressure is in place and its effectiveness is regularly monitored by SLT.	SLT has approved an action plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for EHC Plans. This action plan introduces new oversight and challenge into the process, with a view to controlling expenditure and making sure resources are distributed fairly.	Anne Canning; Yusuf Erol	April 2019 - At the request of the CACH Group Director and on legal advice pending the Judicial review, no further action on the SEND Cost Management plan has taken place. This will be reviewed in light of the judgement from the Judicial Review.
SRCR 0028 c Risk 07 - Changing the culture of SEND in schools and HLT to implement the action plan.	If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in HLT teams and schools must also change to critical assessment and the equitable distribution of limited resources. Collaborative working with schools will be necessary to ensure pupils SEND needs are met from delegated SEND resources, with EHCP referral only for exceptional needs.	Anne Canning; Andrew Lee	May 2019 - SIPs meet regularly with SEND team to share information to ensure consistency of messages to schools. SEND are devising a SENCO training programme and a legal seminar for senior leaders in the authority has been held.
SRCR 0028 d Risk 08 - The initiation of EHCP assessments is rigorously reviewed	The decision to initiate assessments needs to be rigorously reviewed to ensure the level of support is appropriate and sustainable. This may include senior managers signing off decisions, or refusing to do so.	Anne Canning; Andrew Lee	May 2019 - A monthly dashboard monitoring the total number of EHC plans and new requests is reviewed regularly. This includes a report looking at numbers of EHCP initiations as a percentage of requests and by type.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
SRCR 0029 Serious Safeguarding failure in regard to pupils not in school EXTERNAL RISK FUTURE RISK	<p>Safeguarding considerations for those pupils who are not registered at a school - Electively Home Educated pupils, children missing from education, children attending unregistered settings, children who are yet to be allocated a school place etc is increasing in importance.</p> <p>This is the particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that HLT must work to ensure the safety and wellbeing of all such pupils, challenging existing legislative frameworks and guidance where necessary to do so, and working with partners to ensure effective and robust identification, tracking, consultation and referral.</p>	 <p>Likelihood Impact</p>	<p style="text-align: center;"></p> <p>May 2019 - The CYP Scrutiny Commission report into Unregistered educational settings has been published with recommendations that relate to Elective Home Education and safeguarding.</p> <p>HLT/LBH notes the disputed advice between the DfE and Ofsted as to whether appropriate powers are available to Ofsted to intervene and the difficulties this places on the Council in terms of fulfilling its safeguarding role & responsibilities with these settings.</p> <p>Risk Review Group notes that this presents a very high reputational risk for the borough, although</p>

			given the limited statutory powers, the Council has limited options to mitigate this risk. We recommend that the risk rating remains unchanged to take account of this.
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Control Title	Control Description	Service Manager	Control - Latest Note
<p>SRCR 0029A Safer Recruitment and Safeguarding training offered to schools and governing bodies– Traded</p>	<p>School governing bodies are responsible for ensuring that school staff have completed the relevant safeguarding training. The HLT Wellbeing and Education Safeguarding Team provide training through CPD package.</p> <p>The latest version of DfE guidance 'Keeping Children Safe in Education (September 2016) states that the school staffing regulations require governing bodies of schools to ensure that at least one person on any appointment panel has undertaken safer recruitment training. From September 2014 (and subject to parliamentary procedure) schools may choose appropriate training and take advice from CHSCB in doing so.</p> <p>HLT Safeguarding Team has an approved list of training providers, to compliment the resource currently available to schools. The HLT Quality and Assurance Training officers will ensure that all future training packages incorporate all relevant aspects of the new DfE guidance.</p>	<p>Anne Canning; Paul Kelly</p>	<p>April 2019 – Safer recruitment and Safeguarding training continues to be offered as a traded service to schools and governing bodies. To date, the take up by schools of this offer has been positive.</p>
<p>SRCR 0029B Information sharing activities in place.</p>	<p>HLT are represented on local Safeguarding Boards at all levels, and work proactively across 1CYPs by contributing to all safeguarding forums and initiatives, subject to capacity. HLT are also engaged on other partnership panels where safeguarding is a concern, such as MATs and Children and Young Peoples partnership panel. The HLT contributes to all reviews as required by the Safeguarding Board, and implement all actions.</p> <p>HLT's membership of the Ofsted Preparation Group for Ofsted inspections provides the opportunity to establish and use linkages to share information.</p> <p>HLT disseminates to schools briefings based on the findings of Serious Case Reviews. All published SCRs have been shared at Head teacher termly briefings, and with Schools and Settings after discussion and agreement with HLT SLT.</p>	<p>Anne Canning; Paul Kelly</p>	<p>April 2019– HLT is represented at all relevant Safeguarding Forums and engages extensively in Partnership working.</p> <p>The Safeguarding in Education Team provides advice and guidance to schools on all training, legislation, Serious Case Reviews etc.</p> <p>New and refreshed safeguarding guidance, CHSCB information and newsletters are disseminated to schools and settings through HLT's Bulletin and Leadership Updates.</p> <p>Officer from the HLT Safeguarding in Education Team is working with the CFS and relevant community groups re: a Strategic Safeguarding proposal for specific communities within the borough. Sarah Wright is leading on this.</p> <p>HLT has representation at the LBH Officer Group working on community engagement. HLT has consistently raised safeguarding concerns related to independent and unregistered settings in Hackney.</p>

Control Title	Control Description	Service Manager	Control - Latest Note
SRCR 0029C Ongoing dialogue between HLT,DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out	Currently, the roles and responsibilities of Las, DfE and Ofsted are not clearly defined with regards to safeguarding duties.	Anne Canning; Sian Davies	April 2019: most recent meetings with Ofsted and Hackney Children's Social Care have focussed on under 5's attending a known unregistered setting that received a closure notice.
SRCR 0029D Continuing attempts at engagement with unregistered settings are made by HLT to reduce the likelihood of pupils being put at risk.	In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue.	Anne Canning; Paul Kelly	April 2019 – engagement with unregistered educational settings forms part of the Executive response to the CYP Scrutiny Commission's recommendations in their report on unregistered educational settings. An update on this will go to scrutiny in April 2019. HLT has representation at the LBH Officer Group working on community engagement. HLT has consistently raised safeguarding concerns related to independent and unregistered settings in Hackney.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0030 Pressures on Temporary Accommodation INTERNAL RISK CURRENT RISK	The demand on temporary accommodation (TA) for homeless households exceeds the supply of property suitable for use, and also causes a clear shortfall between the subsidy provided and the actual cost of meeting TA need. This could result in serious difficulties in providing an effective provision for the accommodation of vulnerable children and adults, and also impact adversely on available budgets.	Finance and Corporate Resources		June 2019 – Local authorities have a statutory duty to provide accommodation for homeless households that have been defined as being in priority need and unintentionally homeless, and are obliged to secure temporary accommodation (TA) for that household as an interim measure whilst a longer-term alternative becomes available. The Government's new Homelessness Reduction Act took effect from April 2018. The first year's impact reports a 40% increase in residents approaching for advice and help and correspondingly temporary accommodation placements have increased by 15%. Households in Temporary Accommodation are now at the highest for a decade at 3141 and this is not expected to subside unless there are changes to Central Government legislation. Many households are placed outside the borough and this trend continues to grow due to a lack of affordable accommodation. The average waiting time in temporary accommodation continues to grow and averages at 4 years. The first year of the HR Act results show homelessness for under 25's,

				<p>domestic abuse victims and those with more than one support need are increasing in the borough, meaning a more sophisticated and specialist skill set is needed. Disabled households presenting as homeless are also on the increase.</p> <p>Procurement of additional temporary accommodation is ongoing as well as discharging the Council housing duty into the private rented sector in more affordable parts of the UK.</p> <p>Additional resources will need to be added to the establishment to achieve statutory outcomes as the demand on the Service and Council continues to grow ie medical team, hostel managers, procurement officers etc.</p> <p>There hasn't been an impact on homelessness yet from Universal Credit as it was only rolled out in Hackney in October.</p> <p>Risk score remains the same.</p>
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Control Title	Control Description	Responsible Group Director / Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0030a Utilising all available accommodation	Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision.	Ian Williams	Jennifer Wynter	31-Jul-2019	Control ongoing June 2019
SRCR 0030b Make best use of the provision of discharge of duty into the private rented sector	Additional duty afforded LA's to discharge our homeless duty with provision of an affordable 1 year monthly PRS let, albeit if further homelessness within 2 years we retain the duty. TA strategy in place and agreed way forward with Mayor & Members on OOL placements.	Ian Williams	Jennifer Wynter	31-Jul-2019	Control ongoing June 2019
SRCR 0030c Observe pan London cap on nightly paid accommodation procurement	Maintain influence on the rental market by continued observation and no breaches (except emergency disabled accommodation) of the agreed Pan London TA rent cap.	Ian Williams	Jennifer Wynter	31-Jul-2019	Control ongoing June 2019

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0031 Fire Safety INTERNAL RISK FUTURE RISK	As a result of inadequate fire safety measures or defective workmanship (on cladding installation for example), death and serious injury occur from fire in LBH managed properties.	Neighbourhoods & Housing		Updated May 2019 - In the light of the Grenfell tragedy and the increased focus on materials / workmanship on Council properties nationally, this risk was immediately escalated to Directorate and Corporate level. There were always Fire Safety risks on Housing registers, but recent events and understandable sensitivities

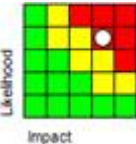
Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
				<p>necessitated this being featured at the highest level. As the controls below demonstrate, detailed work is taking place – and this has always been the case in terms of this threat. As a result of the tragedy however, extra focus and scrutiny is now been applied to all elements of fire safety in the Borough and there is certainly no complacency as to the situation. The Borough has to be receptive to new recommendations and lessons learnt emanating from Grenfell. However, the controls below and accompanying notes should provide some strong assurance that the risks are being managed.</p> <p>This risk focuses solely on risks of an incident in blocks managed by the Council. However, the Council also has limited responsibilities in relation to housing association and privately owned blocks in the borough. An incident in one of these blocks is also a risk to the Council, though obviously we have in place measures to meet the Council's responsibilities. The MHCLG is currently trying to add new burdens on LAs in relation to privately owned blocks.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0031a Fire Risk Assessments</p>	<p>Ongoing review of all Fire Risk Assessments (circa 1,800) for all of our stock in order to provide reassurance to residents.</p> <p>Ensure that these new Fire Risk Assessments (FRA) are undertaken by suitably qualified assessors and that the assessments they produce meet strict quality standards.</p> <p>Publish all new Fire Risk Assessments on the Council's website.</p>	<p>Tim Shields; Kim Wright</p>	<p>Ajman Ali</p>	<p>Ongoing</p>	<p>May 2019 - Four fire risk assessor posts have now been appointed to and there is now a fire risk assessment schedule in place to review all FRA's and to carry out Type 3 FRA's over a three year period.</p> <p>The recruitment of the Resident Safety team has now been completed and a fire safety team implemented to provide support and advice to both staff and residents.</p> <p>Type 1 FRA's have been completed in 1867 properties and the FRA team are now reviewing all Type 1 assessments and carrying out Type 3 assessments over a three year programme based on risk.</p> <p>A new Fire risk assessment system has been implemented so we can track actions and monitor the closing down of actions identified. We are now working with ICT to develop a resident portal so residents will be</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					able to view their assessments in live time.
SRCR 0031b Fire Safety	Each Directorate has responsibility for ensuring agreed work plans from the previously convened Corporate Fire Safety Group are being delivered.	Kim Wright; Anne Canning; Ian Williams	Ajman Ali	1/01/20	May 2019- Fire safety Programme Board for Housing Services has been implemented to monitor fire safety compliance and the various work streams that have come out of the FRA's.
SRCR 0031c Fire Safety – high risk blocks	<p>Ongoing implementation of the key findings and recommendations from the new FRAs that have been/will be undertaken across all of our high rise blocks. Blocks to be assessed in priority based on a risk-based Forward Plan (scissor blocks first).</p> <p>Carry out additional non-FRA inspections across our high rise blocks in order to provide a visible presence across the Borough.</p> <p>Carry out any other ad hoc fire safety inspections that are required.</p>	Kim Wright	Ajman Ali	01/07/19	<p>May 2019 - A programme for reviewing all Fire risk assessment is ongoing and type 3 fire risk assessments are being carried out over a three year programme.</p> <p>The new neighbourhood housing model ensures that inspections are being carried out regularly by trained Housing Officers.</p> <p>Housing Officers have been recruited who carry out inspections of blocks on a regular basis including any issues relating to fire.</p> <p>A programme of health and safety audits to include fire safety has been implemented to cover the 10 + blocks in the first six months of 2019.</p>
SRCR 0031e Fire Safety – everyone's responsibility	<p>Develop and implement a communications strategy that, amongst other things,</p> <p>(a) communicates the need for residents to take responsibility for fire safety in their area and also that we have taken all necessary action to keep them safe from the risk of fire,</p> <p>(b) ensure effective communication and engagement with tenant representatives,</p> <p>(c) manage communications with Members so that they are engaged and up to speed with the work that we are doing but we are not distracted from the work that we are doing,</p> <p>(d) keep staff up to speed with developments,</p> <p>(e) respond quickly to press enquiries.</p>	Kim Wright	Ajman Ali / John Wheatley	Ongoing	<p>May 2019 Communications strategy in place and regular meetings between the tenants and the Resident Safety Team are held to ensure the Council is actively engaged with residents and that residents are aware of their obligations to co-operate with fire safety control measures.</p> <p>All sites have been assessed for accessibility and LFB are still carrying out regular inspections of blocks and providing advice.</p> <p>We continue to work with LFB ensuring that they have easy access to our estates in the event of fire.</p>

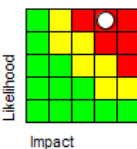

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0031f LFB meetings	Develop robust arrangements for meeting regularly with the London Fire Brigade (LFB) to consider fire risk assessments and safety on our estates.	Tim Shields; Kim Wright	Ajman Ali	15 Oct 2019	May 2019 - Monthly meetings with the LFB Fire Safety Officer and Head of Resident Safety in place. Joint visits to high risk blocks with Fire safety manager and LFB inspectors.
SRCR 0031g Fire safety policy	<p>Based on the lessons learnt from the fire safety response work undertaken since Grenfell, undertake a series of policy reviews and develop a set of proposal papers that will enhance the way that the Council undertakes fire safety management across the Borough. This will include:</p> <ul style="list-style-type: none"> • Agreement on the new corporate Fire Safety Policy and the development of a new fire strategy with Council professionals, residents and industry experts. • Leaseholder Obligations/Requirements: This will cover a number of areas, including (a) ensuring that leaseholders are providing evidence that they are meeting their fire safety obligations, (b) developing a policy on how we ensure that all leaseholder front doors are 30 minute fire resistant, (c) developing a policy on allowing or requiring leaseholders to be included in communal safety works and inspections, e.g. gas safety or sprinkler or alarm installation; at their cost. • Our current policy and procedures for dealing with fire risks in communal areas (e.g. storage of combustible materials, blocking of escape routes. • Enhanced parking enforcement on our estates. • Responding to any recommendations coming from the Grenfell enquiry. <p>Budget Management: Ensure that the necessary resources are in place to undertake all of the work coming out of the new FRAs.</p> <p>Establish "asks" of the government with respect to resourcing additional fire safety work and related costs, wider building regulation and perhaps industry with respect to cladding and sprinkler systems.</p>	Tim Shields; Kim Wright	Ajman Ali	01/08/19	<p>May 2019 - Policy has now been reviewed and implemented as of August 2018. Policy will be reviewed in August 2019 by Head of Resident Safety</p> <p>Budget Management: Analysis is taking place of the likely costs of the recommendations coming out of 1,800 new FRAs and how much can be phased/built into planned programmes. This will be prioritised in the HRA Business Plan.</p> <p>The update report went to Cabinet in April 2019, and the previous October and this provided thorough updates.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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<p>SRCR 0032 Integrated Commissioning INTERNAL RISK CURRENT RISK</p>	<p>As a result of a loss of direct control over some of the Council's social care and public health budgets, elements of the new service delivery are compromised and don't prove as effective as initially envisioned. Also, the impact of managing and resourcing additional governance structures (and adapting to them) would need to be addressed; and if it fails to be, the effectiveness and transparency of the process will be compromised.</p>	<p>Children, Adults and Community Health</p>		<p>May 2019 - Of course, Integrated Commissioning also presents numerous opportunities. If it continues to become effectively embedded within the organisations, it could offer a clear way of offering a more joined up and comprehensive way of working together. Health and social care partners across Hackney share an ambition to improve health outcomes for local people by commissioning these services in a more integrated way that makes the most of our shared investment at a time when public funding has experienced serious reductions and increasing budgetary pressures. Therefore, there could be clear financial benefits.</p>
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Control Title	Control Description	Responsible Group Director / Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0032a The ICB</p>	<p>The Integrated Commissioning Board is tasked with developing risk identification, monitoring and mitigation arrangements in line with the corporate approach. There are detailed schemes of delegation agreed between the separate bodies specifying exactly what individual and shared duties are.</p>	<p>Anne Canning</p>		<p>31-July-2019</p>	<p>Regular meetings (with accompanying minutes) of the ICB should provide assurance of effective communication between the organisations. The most recent meeting was on 17/1/19 and full minutes and records are kept for all meetings.</p>
<p>SRCR 0032b Section 75</p>	<p>The Section 75 Agreement including the financial framework sets out: - Scope of pooled and aligned budget; - Ground rules for its use and treatment of overspends; and - How conflicts in budget-setting priorities would be settled. The Section 75 Agreement also sets out the risk share agreement; should there be an overspend, the party with statutory responsibility for the function or budget will be responsible.</p>	<p>Anne Canning</p>		<p>31-July-2019</p>	<p>The Section 75 Agreement will be for a 2-year period with a break clause on 9 months' notice. This will ensure that the Council is able to withdraw from these arrangements if they have concerns. The budget and approach will be negotiated and agreed each year to reflect changing circumstances.</p>
<p>SRCR 0032c Ensuring effective governance</p>	<p>Ensure all arrangements and structures are properly organised and that the governance is sound.</p>	<p>Anne Canning</p>		<p>31-July-2019</p>	<p>A meeting was held with the partners and external auditors in January 2017. The external auditors provided assurance that</p>

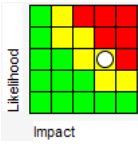
the proposed arrangements were in line with guidance. A further governance review was undertaken by PWC in 2018 with resulting recommendations to streamline some existing processes. These changes will be implemented during 2019.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SR CR 0033 - Pensions - Inaccurate or Late Pay Information Supplied to Hackney Pension Fund (LGPS)/Local Pensions Partnership (LGPS)/Teachers Pensions</p> <p>INTERNAL RISK CURRENT RISK</p>	<p>Inaccurate payroll data supplied to the Hackney Pension Fund introduces the following risks:</p> <ul style="list-style-type: none"> • Fund actuary unable to properly assess funding position – Council contributions rise as a result • Inaccurate member pension records – potential under/overpayment of benefits and potential for claims against the Council. • Enforcement action against the Council by the Pensions Regulator • Reputational risks <p>Inaccurate payroll data supplied to the Local Pensions Partnership introduces the following risks:</p> <ul style="list-style-type: none"> • Inaccurate member pension records – potential under/overpayment of benefits and potential for claims against the Council. • Reputational risks • Costs recharged to the Council as a result of enforcement action against LPP by the Pensions Regulator 	<p>Finance & Corporate Resources</p>		<p style="text-align: center;"></p> <p>Reviewed June 2019 – the likelihood of this risk remains very high. Significant problems with the payroll data being provided by the Council has meant that the quality of membership data has deteriorated since the introduction of the 2014 scheme. The complexity of the scheme has increased significantly and the Council’s payroll provider has been unable to respond to these changes, resulting in consistently poor provision of vital data across the Fund’s largest employer. A new payroll system was introduced in July 2017; although material progress has been made since the last review on developing pension reporting between the Council and Equiniti, this is still not complete although final testing is taking place.</p> <p>Until the monthly report is running BAU, risk remains as is outlined. As set out above, the Council now have a “working” interface that is being tested in Pensions system. This is likely to result in a high number of queries generated. We continue to work with payroll to ensure that processes are embedded to deal with these. It is</p>

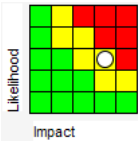
	<p>Inaccurate payroll data supplied to Teachers Pensions introduces the following risks:</p> <ul style="list-style-type: none"> • Inaccurate member pension records – potential under/overpayment of benefits and potential for claims against the Council. • Reputational risks <p>Enforcement action against the Council by the Pensions Regulator</p>			<p>anticipated that once the interface is tested and working, the risk score will reduce. For now the risk remains the same, given the length of time to reach this stage and the fact it is still not concluded.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
F RTP 0043 A Monitoring of membership data	Controls – annual monitoring of membership records, valuation checks, external data validations	Michael Honeysett	Rachel Cowburn; Lorraine Robinson	31-Mar-2019	Reviewed June 2019
F RTP 0043 B Contributions monitoring	Monthly monitoring of contributions to ensure that employers paying across correct contributions along with membership data being supplied	Michael Honeysett; Dan Paul	Rachel Cowburn; Lorraine Robinson	31-Mar-2019	Reviewed June 2019. Good communication with payroll, as accurate data is very important.
F RTP 0043 C Performance Monitoring	Service Level Agreement with external administrator and monthly monitoring of contract. Monitoring of employers and Pensions Administration Strategy which enables Fund to recoup additional administration costs for sub-standard performance.	Michael Honeysett	Rachel Cowburn	31-Mar-2019	Reviewed June 2019
F RTP 0043 D Payroll development	Ongoing work with the Council's payroll team to assist in developing Business As Usual processes for iTrent (payroll system) which are then owned and run by the payroll team. The Council's payroll supplies data for the vast majority of the Fund – the Fund's involvement with the implementation helps ensure the importance of good quality pension reporting is recognised.	Michael Honeysett; Dan Paul	Rachel Cowburn	31-Mar-2019	Reviewed June 2019

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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<p>SRCR 0035 – Setting up internal companies</p> <p>INTERNAL RISK FUTURE RISK</p>	<p>The Council is in the process of setting up a number of companies for a variety of reasons - ranging from a need to explore commercial opportunities, to being a vehicle which can help to deliver the Mayor's housing objectives, or saving money and improving convenience for the residents of the borough.</p> <p>If the resources, expertise and capacity needed to establish these functions is not satisfactorily in place, and/or the necessary legal due diligence is not done, these companies will not be fit for purpose and the Council may run the risk of severe financial and reputational impacts.</p>	<p>Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing</p>		<p>NEW RISK</p> <p>The most notable work is here with separate Energy, Waste and Housing companies. The formation of these 'internal companies' is ongoing with some aspects of the development more advanced than others.</p> <p>There have been instances (nationally) of some Council energy firms (being set up to reduce fuel poverty) struggling and then failing, leaving taxpayers to pick up the bill. 11 have already gone out of business since January 2018, so this underlines how important it is for these companies to be properly set up.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0035a- Setting up Internal Companies</p>	<p>All companies are being developed in accordance with prescribed procedures which will ensure that the resources, expertise and capacity needed to establish these functions is in place, and the necessary legal due diligence is done, with appropriate support provided by relevant Senior Officers, and where necessary, external parties.</p>	<p>Tim Shields; Ian Williams; Kim Wright; Anne Canning</p>	<p>Rotimi Ajilore, John Lumley, John Wheatley</p>	<p>31 July - 2019</p>	<p>May 2019 – This is a new risk /control on the Corporate register</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0036 Insourcing</p> <p>INTERNAL RISK FUTURE RISK</p>	<p>The Council makes a decision to insource more services that it can properly handle and this has a negative impact on service delivery. It also proves a false economy as initial savings become overtaken by increased costs when potentially unseen demands of bringing a service back in-house unfold.</p> <p>Yet, there is also an opportunity to this risk. If the decisions on insourcing are taken judiciously with regards to in-house capabilities, strategic objectives and potential savings, there is the chance for the Council to benefit from a decision to bring work back 'in-house'.</p>	<p>Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources; Neighbourhoods & Housing</p>		<p>NEW RISK</p> <p>June 2019 - Contracts have been brought back in house in the past and in recent years in areas like Housing Benefit, Waste, Internal Audit and Payroll.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0036a</p>	<p>The Council is working on a Guidance Paper that will ensure that</p>	<p>Tim Shields; Ian</p>	<p>Rotimi</p>	<p>31 June -</p>	<p>May 2019 - this is newly escalated</p>

Insourcing – approach.	before it makes a decision, questions will be asked under five key criteria. These include local policy and business strategies, the performance of the service, quality improvement and value for money, workforce issues and overall risks. Through a careful application of these criteria and asking pertinent questions, any risks or opportunities concerning insourcing should be satisfactorily managed.	Williams; Kim Wright; Anne Canning	Ajilore	2019	to the Corporate register.
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