



**Corporate Risk Management  
Performance Overview April 2020  
(Appendix 2)**

## 1. INTRODUCTION

1.1 This report summarises the latest position in respect of Corporate Risk Management across the Council, providing an update on the overall Council's strategic risks, as well as some additional commentary on relevant areas of interest.

## 2. CORPORATE RISK REGISTER

2.1 The table below is a scorecard of the Council's Corporate Risks, as ratified by the Hackney Management Team in December 2019, and further reviewed just after this. The emergence of COVID-19 is a late entry to the register.

Corporate	Current Risk	Direction of Travel	Previous Score	Target Risk
1 National / International Economic Downturn (SRCR001)	20	↔	20	12
2 Brexit Implications(SRCR001A)	20	↑	15	12
3 Management of Major Capital Programmes (SRCR002)	15	↔	15	9
4 Regeneration Programmes (SRCR003)	16	↔	16	12
5 Pension fund (SRCR 0010)	15	↔	15	12
6 Impact of New Legislation / Welfare reform (SRCR 0013)	12	↔	12	12
7 Workforce (SRCR 0018)	8	↓	12	9
8 Recruitment and Retention (SRCR 0018B)	8	↔	9	9
9 Information Assets (SRCR 0020)	16	↔	16	9
10 Corporate Resilience (SRCR 0020B)	15	↔	15	12
11 Cyber / Information Security	8	↔	8	9
12 Person suffers significant harm, injury or death (SRCR 0023)	15	↔	15	12
13 Contract Procurement and Management (SRCR 0025)	12	↔	12	8
14 Impact of government reforms on education service delivery (SRCR 0027)	16	↓	20	12
15 SEND funding (SRCR 0028)	25	↔	25	12
16 Serious safeguarding failure in school (SRCR 0029)	16	↔	16	9
17 Fire Safety (SRCR 0031)	10	↔	10	12
18 Inaccurate or late pay information supplied to LGPS (SRCR 0033)	20	↔	25	12
19 Setting up Council owned companies (SRCR 0035)	12	↔	12	9
20 Insourcing (SRCR 0036)	12	↔	12	9
21 Risks posed by unregistered schools and settings	16	↔	16	9
22 Universal Credit (SRCR 0037)	20	↔	20	12
23 Climate Change / Climate Emergency	10	↔	10	8
24 <b>Pandemic (COVID-19)</b>	25	<b>NEW</b>	NEW	

Additional Risks	Current Risk	Direction of Travel	Previous Score	Target Risk
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1	North London Waste Authority (NLWA)	12	↔	12	9
2	Reputation Management (SRCR 009)	9	↔	9	6
3	Insurance: Premiums exceed budget	16	↔	16	12
4	Major Fraud not identified (SRCR 0034)	9	↔	9	6
5	Breach of Statutory Requirements on Elections and Electoral Registration	12	↔	12	8
6	Integrated Commissioning (SRCR 0032)	16	↔	16	12

2.2 The Scorecard provides a quarterly overview of the Council's Corporate risks, along with a selection of leading Directorate risks (to ensure a comprehensive overview is provided). These are assessed in advance of each Audit Committee meeting and after being ratified by HMT, are updated accordingly. There is sometimes as little as two months between updates which means that scores can remain static for periods of time. This is not a reflection of a lack of dynamism within the approach, but rather the fact that high level scores are unlikely to change dramatically within short spaces of time. New risks are regularly incorporated into the Corporate Register and will always be marked as 'new'. The Scorecard will contain clear reference as to the movement (of the score) of the risk, and clarity as to the exact nature of the risk (whether it is of an internal or external nature to the Council).

2.3 In terms of this latest iteration of the (Corporate) register, there are 14 red risks and 10 amber risks. Clearly, numerous external events and influences are having a considerable impact on the Council's objectives, whether budget cuts, security breaches, or political upheaval (notably Brexit, and the increased chance of elections, new legislation, interest rate changes). In light of the sudden spread of COVID-19 around the world, the likelihood of an international pandemic (till now rated on Council risk registers as very low) suddenly become very high (and was then formally declared by the WHO on March 13) and this is reflected by the immediate escalation to the Corporate register. The risks now relate to a further escalation of the virus and the massive impact it could continue to have on the country as a whole. Statistics are changing on a daily basis but the threat of this pandemic is beyond question. From an internal Council perspective there is a clear challenge to all Services, especially those of a more front facing nature and this is reflected in details on the Corporate register. An important control for the Council clearly lies in the detailed Business Continuity Plans which are up to date for every service area. These should provide assurance that in the case of closures of offices and potential absences of staff, services can still continue to operate as effectively as possible.

Brexit continues to have a major influence on risks throughout the Council. Since last reported on, Brexit occurred on 31st January, although the terms of the departure remain as unclear as ever, with deals expected to be arranged until the end of 2020. Clearly, the nature of any deal (or lack of one) will impact on the future work of the Council so the risk remains very highly rated whilst we await some clarity on exactly what will be agreed.

Some risks have remained red with no change – this score reflects the continued severity of both the impact and likelihood of the risk. For example, financial cuts (and their effects) are likely to remain a significant risk, simply because they will always have a high impact on service delivery, and in the light of the current economy the chances of this continuing remain very probable. COVID-19 itself, has been having detrimental impacts on the overall world economy and stock markets which will be felt by all. However, even in the light of this continued red rating, the controls should still be able to provide assurance that the risk is being managed so far as is possible, and that the Council is taking appropriate action to best position itself in the light of challenging circumstances. Areas which are alluded to in the Corporate register, such as Integrated Commissioning and major

programmes like Britannia, have their own separate registers going into much more detail with regards to all areas of risk.

In addition to the Corporate risks, the Scorecard also contains a selection of other major risks within the organisation. This assorted selection will usually be pulled from Directorate level and assist in providing an improved overview of risks around the Council, which don't necessarily always get escalated to Corporate level. This extra level of risks was requested by Committee and will usually be comprised of high scoring areas which have previously been on the Committee's radar, or areas of general importance (which may be on the threshold of being escalated to the Corporate Register). This should assist in providing an even more comprehensive overview.

### **3. FUTURE REPORTING TO AUDIT COMMITTEE**

- 3.1 The reporting of the Corporate risks to Audit Committee will continue at future meetings, on a quarterly basis. With twice yearly updates of the full Corporate Register, the next one is scheduled for June 2020, so the full details on all risks will be provided then.