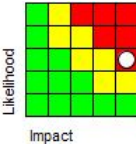


# Hackney Corporate Risks December 2020

Report Type: Risks Report



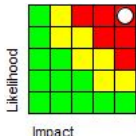
Generated on: 10 December 2020

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0041 (NEW)</b> Risks arising from the (October 2020) Cyberattack <b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>In the aftermath of the recent cyberattack on the Council's legacy internally hosted systems, many services continue to face difficulties in returning to business as usual (potentially heightened by the ongoing pandemic).</p> <p>Investigation and recovery is expected to take a significant period of time (at least many months) which presents significant risks in terms of service delivery and the ability of the Council's staff to carry out their roles in full.</p> <p>There also remains the risk of a data breach due to the cyber attack. While there is currently no evidence to indicate that a breach has taken place further investigation is continuing and it will not be possible to fully quantify / eliminate this risk.</p> <p>There is also the risk that recovery work may introduce new vulnerabilities / reintroduce vulnerabilities which existed at the time of the attack / retain elements of the attack which could be reused in future.</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance &amp; Corporate Resources; Neighbourhoods &amp; Housing</p>		<p><b>December 2020 -</b> On Sunday October 11th the Council's ICT team identified a serious cyberattack on the Council's systems. Work was carried out immediately to isolate the Council's internally hosted systems and network and to notify the national leads for cyber security.</p> <p>Cloud and other externally hosted systems were not affected by the attack. Despite this, affected systems include a large number of critical services, including: social care; housing benefits; Council Tax and Business Rates; land charges; and housing services.</p> <p>An investigation is now taking place with the cooperation of multiple organisations, including the National Crime Agency, National Cyber Security Centre and local law enforcement. The Council also moved swiftly to report the incident to the Information Commissioner's Office within 36 hours of the incident being discovered.</p> <p>At this stage, the Corporate priorities for the recovery remain focused on supporting the COVID response, protecting the most vulnerable and assuring residents and partners.</p> <p>From a technical perspective, key priorities include recovering our data, ensuring the systems are safe, maximising our existing tools and planning for any potential</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
					data breach. There is no certainty yet that any data was taken, but plans are still being made in case some was taken.
<b>SRCR 0041a</b> Recovering data	The cyber attack has resulted in all internally hosted legacy systems being unavailable. The recovery work is complex and extensive, so priority will need to be given in line with the Gold priorities.	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	Rob Miller	31 Mar - 2021	<p>In line with the priorities set by Cyber Gold, the most critical systems for recovery are:</p> <ul style="list-style-type: none"> <li>• Mosaic (social care)</li> <li>• Academy (benefits and revenues)</li> <li>• M3 (Planning and land charges)</li> <li>• XPress (elections)</li> </ul> <p>Work is also ongoing to attempt recovery of other data, including Civica APP (environmental services) and eDOCS (legacy document management).</p> <p>Most services required to deliver the Council's COVID-19 response have been developed on Cloud platforms, so these are unaffected by the cyber attack. There are, however, impacts on business support grants as the Academy system is currently unavailable. The Revenues service are working with alternative data sets and interim tools to take the best steps possible to mitigate the impact of this.</p>
<b>SRCR 0041b</b> Service continuity	<p>The systems that have been impacted by the cyber attack are essential for the delivery of many of the Council's critical services including: social care; housing benefits; Council Tax and Business Rates; land charges; and housing services.</p> <p>These systems and data sets being unavailable has a major impact on those services and business continuity and contingency arrangements will be essential to delivery of the most critical parts of those services.</p>	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	James Groom	31 Mar - 2021	<p>The Council's Cyber Gold group is coordinating service continuity, risk management and recovery efforts.</p> <p>Weekly briefings are in place for Council Silver officers to make sure that services are kept up to date with the technical recovery work.</p>
<b>SRCR 0041c</b> Maximizing existing tools	While primary services systems are unavailable it is essential to explore alternative interim tools that can be made available to support service continuity arrangements. The Council has a number of tools it can deploy to provide this,	Tim Shields; Ian Williams; Ajman Ali; Anne Canning;	Rob Miller	31 Mar - 2021	<p>A basic CRM for social care is being developed, building on Google Forms tools deployed rapidly after the attack.</p> <p>New Google Forms are also being developed for food businesses, ASB, recycling requests and civil enforcement.</p>

	including tools developed using the Amazon Web Services cloud platform and Google Workplace.	Denise D'Souza			We have extended Fix my Street for reporting and extended Tascomi for new planning applications and building control.
<b>SRCR 0041d</b> Communication to residents and staff	<p>Many services that residents depend on have been impacted by the attack.</p> <p>Each service area is responsible for taking the lead on communicating impacts and change to their services.</p> <p>The Council's communications team are providing support to services in developing their proactive and reactive comms plans.</p> <p>Regular communications are being published online, through the Council's e-newsletter, social media channels, Hackney Today and Hackney Life which are used to deliver updates on service status, impacts on residents and mitigations.</p>	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	David Hardiman	31 Mar - 2021	Weekly Council Silver briefings are taking place to ensure that senior managers across all services are updated on progress and are able to cascade relevant information to their teams. This is supported by fortnightly all staff briefings to provide updates on progress and key cyber updates included in the Chief Executive's weekly emails to all staff.
<b>SRCR 0041e</b> Security of recovery work	<p>The work to recover systems and deploy contingency tools needs to move at pace and involves a large number of pieces of work. This presents potential security risks from using tools in different ways and the pace of work.</p> <p>There are also potential security risks arising from restoring legacy systems, with the risk that pre-existing vulnerabilities and any remnants of this attack are returned into the operational environment.</p>	Rob Miller	Rob Miller	31 Mar - 2021	<p>The technical recovery workstream includes a work strand focusing on security risk management. This covers:</p> <ul style="list-style-type: none"> <li>• Security assessment of unaffected services (to ensure that any latent risks are identified)</li> <li>• Password resets to protect against potential account compromise arising from stolen credentials</li> <li>• Security assessment (including third party assessment by BAE Systems - the external cyber security experts supporting our response) of services before they are restored / new services</li> </ul>
<b>SRCR 0041f</b> Data exfiltration risk	<p>Alongside the significant disruption to the Council's services, there is also a risk that the attackers might have stolen ('exfiltrated') data sets. If this risk materialises the affected datasets might contain highly sensitive information that presents a risk of harm to individuals.</p> <p>If this has occurred the data will be beyond the Council's control, so the need to control against</p>	Rob Miller	Cate McLaurin	Ongoing	<p>The Council's Information Management team has worked with data owners across services to assess the risks relating to the different datasets held on the Council's systems. This is being supported by the Met Police and National Crime Agency.</p> <p>These have been categorised based on five categories of risk:</p> <ul style="list-style-type: none"> <li>• Threat to life</li> <li>• Financial</li> <li>• Legal</li> </ul>

	<p>this will remain for an extended period of time (years).</p> <p>There is currently no evidence to indicate that data exfiltration has taken place, but the Council and partners are making preparations on the assumption that it has given a) the potential gravity of this risk, and b) advice from the National Crime Agency that this has been identified as a growing risk with cyber attacks.</p>				<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Reputational</li> </ul> <p>The risk assessment process is being used to develop response plans so that preparations are in place and ready to deploy in the event that data publication occurs.</p>
--	--	--	--	--	---

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0040</b>            Pandemic (COVID-19)  <b>EXTERNAL RISK</b>  <b>FUTURE RISK</b></p>	<p>COVID-19 continues to persist (with the potential of further waves) having an undeniably damaging impact on the local area, both in the community and amongst staff within the Council.</p> <p>This would continue to place a massive demand on resources around the Borough and also have a potentially negative impact on effective service provision in all areas. It will also carry on in posing longer term threats to the Council's financial stability going forward, with budgets being severely challenged, and income (whether through Council Tax, Business Rates, Parking, Leisure etc) noticeably reduced. The Council's supply chain would also be likely to be further affected (with organisations out of the Council's control struggling both financially, and to provide their agreed service).</p> <p>There are increased cyber and data governance risks, with the cross Council emphasis on home working leading to more potential fragility within the systems, with an increased risk of data breach (exacerbated by the cyber attack), if staff don't follow standard online protocols. Also fraud could increase, as people see an opportunity to capitalise at a time when attention may be concentrated elsewhere. There have also been concerns about the risk to vulnerable children, emphasised by current political arguments about their access to free school (and out of term) meals. Also increased poverty (due to less work) and less well stocked food banks / supermarkets impact on vulnerable adults.</p>	<p>Cross Council</p>		<p>The nature of the virus and its impacts are changing on a daily basis. At this stage (<b>1 December 2020</b>), a second lockdown in England is nearing an end, with a return to a tiered system, but with overall statistics still looking troubling from a national (and international) perspective.</p> <p>Amidst the array of advice, rules and guidance, there have been ambiguities in the message from the UK government which has caused discontent in local communities (especially the hospitality sector). UK Chief Medical Officers, who are constantly advising the government (along with WHO advice) believe current levels of the virus are at similar levels to the peak of cases which seemingly occurred (initially) in the first week of April.</p> <p>At the Council, where possible, the emphasis immediately shifted to working from home for most staff - although this can clearly not apply across all services. Considerable numbers of staff across the Council have been deployed in slightly different roles to support the demands of the service, and a second phase of redeployment is about to launch. Overall, services have been generally maintained and the switch to working from home has proved successful. The longer this set up goes on (with redeployed staff,</p>

	COVID-19 continues to impact severely on international economies affecting future funding opportunities and causing stock market turbulence which could have problematic implications for pensions. Also if landlords are not managed properly, there is an increased chance of homelessness, which in a time of lockdown (especially in the coming winter) could pose a grave threat to those on the streets.			special leave and increased workloads and backlogs), the more it may impact on effective service delivery. Whilst responding to the pandemic, there may be other normal Council protocols and risk controls that get waived, side-stepped or reduced. This could result in deficient inspections (potentially affecting vulnerable residents or care homes) or risks to unoccupied property (leading to fire and theft). Other areas, like Highway Safety Inspections may suffer, if another lockdown inhibits normal service delivery. Ultimately, this risk is external and is clearly difficult to manage from the perspective of Hackney . The details within the risk controls (and work already undertaken this year) should provide some assurance that the Council is positioning itself as effectively as possible to deal with the challenges.	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>SRCR 0039</b> Pandemic - Business Continuity / GOLD / SILVER meetings / Contract Management / HR	As the onset of COVID-19 occurred, Emergency Planning and Business Continuity were immediately able (to support services) to activate relevant BCPs, which already existed in a fully up to date format. The BECC (Borough Emergency Control Centre) was set up to coordinate all critical activities that support the Council's response. Senior management receive regular briefings about all developments and advice from the appropriate teams. Also, to ensure essential service obligations to residents are met (which includes warning and informing them of any risks to health, security, welfare property etc.), managers of service areas have updated their contact lists (staff and suppliers) and reviewed the Loss of People section in their Business Continuity plans as a priority (emailing the BC Manager to confirm this has been done). Updated plans are accessible both electronically and in print (both in the office and at home). The BCPs are hoped to ensure service delivery can continue effectively even in light of such disruption. Regular updates are being provided by the Communications team to keep everyone fully posted on all developments and the Council's latest response. GOLD (initially held daily) and SILVER (initially held twice weekly) Corporate Resilience meetings have been occurring providing transparent leadership.	Senior Officers, advised and directed by Business Continuity	Emergency Planing	Reviewed weekly at the moment.	A second nationwide lockdown was announced to start on November 5th, with the continued importance of social distancing being repeatedly stressed. Prior to this London had been categorised as Tier 2, with restrictions already on people meeting outside their household bubbles. At the end of the second lockdown, London will return to the restrictions of Tier 2.

	<p>In terms of the supply chain, Contract managers are being encouraged to think about alternative suppliers that they might be able to use and consider what steps they would need to take to put alternative arrangements in place.</p> <p>Contract Managers are also being advised to familiarise themselves with force majeure clauses for their contracts, and the process that will need to be followed if a supplier tries to trigger it. Businesses may wish to consider force majeure and relief provisions in their contracts in order to reduce or eliminate liabilities, however this will depend on the specific wording of the clause and the governing law of the contract, and tends to require that the event or circumstance is beyond the party's control and:</p> <ul style="list-style-type: none"> <li>• was not reasonably foreseeable at the time of entry into the contract</li> <li>• the effects cannot be avoided by appropriate measures; and</li> <li>• prevents performance.</li> </ul> <p>Another control to be potentially used is for 'non-essential' (non-frontline) staff to be redeployed for temporary periods of time. This would be at the discretion of HMT and could assist at a time when staff absences approach extremely high levels.</p> <p>HR have been drafting detailed guidance about every aspect of how COVID-19 may affect staff and how staff should proceed in the light of COVID related difficulties. This clarity should ensure a clearer approach to work during this confusing time.</p>				
Housing	<p>Clear steps have been put in place to ensure the Council can continue to safely manage the 30,000 homes across Hackney's estates and street properties, and prioritising our resources to mitigate against the risk caused by coronavirus. Central to this is ensuring that any council tenant who risks hardship as a result of the outbreak gets the support they need and does not have to worry about the security of their home, including suspending any evictions for the immediate future</p> <p>The Council has guaranteed that council tenants who are unable to pay their rent due to hardship caused by coronavirus will not face eviction proceedings. Extra efforts are in place to protect private and <a href="#">Housing Services tenants</a> from the hazards of evictions or uncertainty of possession orders during the coronavirus pandemic. We're asking landlords in Hackney to support their tenants in</p>	HMT		Reviewed weekly	<p>December 2020 - there is a clear acknowledgement that COVID-19 has had a massive impact in areas all around the Council and the relevant services have been quick to act offering much needed protection to the local community, both in private or public housing.</p> <p>More than 50 homeless people have been housed by Hackney Council since the coronavirus lockdown. Cabinet Member for Finance, Housing Needs and</p>

	<p>financial difficulty to give them the time and flexibility they need, and to go beyond the Government’s requirements where they need extra help.</p> <p>Additionally, the Benefits and Housing Needs service are working to help ensure private renters get all the financial support they are entitled to, provide advice on maintaining tenancies, and – where there is likely to be shortfalls in rent payments – help with applications for discretionary <a href="#">housing payments</a>.</p> <p>The Council’s Housing Officers have spent considerable time contacting vulnerable residents to make sure they have the support they need and are picked up through the Council’s Humanitarian Assistance Group. They’ve also partnered with the Hackney Food Bank to provide vouchers for anyone struggling for food.</p>				<p>Supply, Cllr Rebecca Rennison said: “We were working hard to get rough sleepers off the streets so they can keep safe and comply with the lockdown long before the request from government, but I’m delighted that they have at last recognised the urgency of the longstanding homelessness crisis.”</p>
<p>Business Rates Support</p>	<p>The Business Rates team worked to identify the thousands of businesses in the borough eligible for the new rate reliefs and coronavirus business grants announced by the Government. Over 90 million pounds worth of relief and grants have been processed that will benefit small businesses as well as those in the retail, hospitality and leisure sectors.</p> <p>In addition to this the Council ensured that direct debit payments due in the early phase of Coronavirus for any business that will qualify for the extra reliefs were not requested.</p> <p>The Council also temporarily put recovery on hold and didn’t issue notices to ratepayers chasing outstanding business rates at this time. Where ratepayers do not benefit from the reliefs and grants and still have a bill to pay ,we are working to agree deferred payments or extended instalment arrangements where requested.</p> <p>Staff have worked flexibly, taking call centre calls remotely for the first time and dealing with ratepayer queries at what would be the busiest time of the year in any year, with bills for the new year having just been delivered.</p> <p>The Inspection team has changed its work programme so that more work can be done from home or without the need to visit properties and will be continuing to look at new ways of working.</p> <p>Council Tax Council tax staff are operating the contact centre via home working. They have provided a near-full service to customers at the busiest time of the year. Over 100,000 annual bills were issued and received by customers from 11 March and the team has continued to successfully deal with the extra enquiries.</p>	<p>HMT</p>			<p>Government has increased the amount available to Whitehall departments for contingency funding to £266bn for 2020/21 in response to the Covid-19 pandemic.</p> <p>In December 2020, three new business grant programmes were launched by the Council. Over 3,500 businesses are expected to benefit from the £12million package of support being delivered by Hackney Council.</p> <p>It was back in March 27 that the Mayor announced that thousands of Hackney businesses are to share £100m in financial support and relief through a range of measures agreed by the Council. Mayor of Hackney, Philip Glanville, said: “Hackney’s small businesses are the lifeblood of our local economy and we’re determined to support them throughout this very challenging time. We have been pushing for a comprehensive package of support for our local businesses from the government. We’ll work as quickly as we can to put the government’s relief and grant packages into action – as well as deferring rent due from our</p>

					tenants to give them space to breathe. The incredible response of our well-established voluntary and community organisations shows how essential they will be in the coming months, which is why we've waived all rent due from them for the next three months and will explore with them doing even more."
<b>Increased financial pressures.</b>	<p>On March 27, Hackney Council announced a financial care package for around 20,000 low-income households affected by the coronavirus pandemic, which will see working-age residents who are eligible for Council Tax support automatically receiving a rebate of up to £150 on their 2020/21 bill. In addition, a further £500,000 will be added to the Council's Discretionary Crisis Support Scheme, which provides urgent financial help to residents with emergency needs who apply for it. Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply, Cllr Rebecca Rennison, said: "Residents in Hackney are worried about their families, incomes and jobs, and we will do everything we can to support them through this very difficult period. This funding will provide urgent help for those residents on the lowest incomes and most exposed to the financial effects of coronavirus." Mayor of Hackney Philip Glanville said: "This financial support will be targeted to those that need it most. For residents with immediate support needs, especially around food – or if you are concerned about someone in Hackney who is vulnerable – please get in touch with our support hub."</p>	HMT			<p>December 2020 - there were some delays in payments being made, but officers are working through all support claims. With children now back at school, free school dinners are currently able to be offered, with recent confirmation that the provision will continue to include school holidays.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0001</b> National and International Economic Downturn <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b></p>	<p>There is an ongoing risk to the Council's finances arising from measures that the Government are continuing to take. This is now being compounded by the effects of the pandemic and the uncertainty surrounding Brexit. Covid19 expenditure has significantly reduced the flexibility and resilience of the Council's financial position and this has now been exacerbated by the Cyberattack.</p> <p>The sudden spread of the Coronavirus around the world in the first few months of 2020 has</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance &amp; Corporate Resources; Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p>December 2020. Since the last update, the Coronavirus pandemic has continued to have a seismic impact on economies internationally. The Council has clearly been seriously affected by this. Additional pressures arising from COVID-19 (already in this financial year of 2020/21) are estimated at £40 million, through a combination of reduced income (from loss of business rates, parking, leisure facilities etc) and increased expenditure. The pandemic looks set to create impacts not just in short term budget setting, but over years to come. With the sudden onset of COVID-19, Central</p>



	<p>completely changed the international economic climate. Going forward, the only conclusion at this stage is that Central Government will be operating with further reduced funds and resources and this will surely be to the detriment of future funding for local authorities. The challenge will be how we adapt to even tighter financial resources. The risk is that the Council spends more money than it can finance through planned income streams and the annual financial settlement from central government. This then results in a budget deficit or an unacceptable call on reserves.</p> <p>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.</p>		<p>Government announced to Councils that they should "spend what you need", and that the Government would support accordingly. Councils received two initial £1.6bn packages for local government, with a further tranche (of £500m) announced in July, and in October another £0.919 billion was set aside for local government. This Council has so far received £32.349 million in emergency funding (from these four tranches of support) in respect of Covid expenditure pressures and estimates £9.575m to part compensate for loss of income. Although as at the end of September the Covid19 position shows a small surplus this must be disregarded given all the uncertainties that lie ahead and that this forecast was undertaken prior to London being re-designated a second-tier area and the introduction of a further lockdown in November 2020. In view of these factors, we cannot assume that at the end of the year external funding allocations will cover all the additional spend and income losses arising from Covid19. We are also forecasting a cost pressure which is non COVID related of £4.8 million primarily driven by pressures in Children's and Adults services.</p> <p>The <b>Fair Funding Review</b> was, at the last review of this risk, a significant factor from 2021/22 onwards. In light of the pandemic it has been postponed until 2022/23. This review will affect how funding is allocated and redistributed between local authorities in the future. It is anticipated that the Council will be a net loser. In February 2020, the Communities Secretary said that it was "scaremongering" to say that the (now postponed) fair funding formula will see cash diverted from metropolitan councils to shire councils, but until allocations are known there is considerable uncertainty.</p> <p>The result of the EU Referendum and the subsequent plans for Brexit (cemented by triggering Article 50 on 29/3/17), had already proved to have a negative financial impact, although not perhaps as severe as some economists predicted. The overlay of the pandemic has however led to the OBR forecasting that the economy will shrink by 11.3% in the current year and will not return to 2019 levels until late 2022.</p> <p>Austerity measures have persisted over the last decade, although noises were being made that austerity is coming to an end, this is even more uncertain now in light of the pandemic and the economic impacts. Ongoing Central Government cuts mean that Hackney must already 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 Government funding shrunk from £310m to £180m - and by 2019/20 it is £170m - an overall cut of 45%. All these points illustrate the undeniably challenging financial predicament of the Council. When the budget for 2020/21 was signed off, the Mayor clearly stated his perception that austerity seemed to be continuing, along with a risk of more cuts through the Fair Funding Review. The local government finance settlement 2020-21 proposals unveiled a funding increase this was a small bit of good news, beyond this, this is no certainty.</p> <p>At the time of writing the Finance Team are working through the impacts of SR20 to establish the likely impact on the current forecast mid-case scenario funding gap of £22.2m for 2021/22 - there are many variables in the mix here, including the ongoing impact of both Covid and the recovery from the recent cyberattack on NNDR</p>
--	---	--	---

					and Council Tax collection rates as well as the need to establish the detail behind the Chancellor's head line figures.  Clearly, the one year settlement for 2021/22 does not assist with medium term financial planning and the Council must be prepared to develop significant savings plans in the medium term in anticipation of the Fair Funding Formula and in the context of the economic impact of the pandemic and Brexit which may also impact on resources available. In the light of the pandemic adding more uncertainty and challenge to an already problematic situation, the score has had to rise to the maximum.
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0001B</b> 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; Ajman Ali; Anne Canning; Denise D'Souza	Ian Williams	31-Dec-2020	December 2020 - action ongoing. In the immediate aftermath of the pandemic and resulting lockdown, an extremely detailed paper on the potential financial implications of COVID-19 was presented to full Council with a clear breakdown on what the impacts could be. Further detailed updates to Members have continued throughout the year and the current position is set out above. The MTFP will be refreshed in the light of SR2020 (which only provides for a one-year settlement) with the estimated impact of the Fair Funding Review for 2022/23 built into the Council's forecasts.
<b>SRCR 0001A</b> 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; Ajman Ali; Anne Canning; Denise D'Souza	Ian Williams	31-Dec-2020	December 2020 - action ongoing. Given the uncertainty brought about by the pandemic the budget for 2021/22 was developed in the context of a mid-case scenario of £22.2m. Work is advanced including the development of corporate measures that reduce the gap by £8m and a further £3.2m of directorate savings proposals categorised as 'Amber' or 'Green' have been put forward. Following the SR2020 and the announcement of one-off funding in relation to Covid19 we are confident that we are in a position to present a balanced budget for 2021/22. Work on the budget needs to maintain momentum to ensure the further challenges anticipated for 2022/23 are met.
<b>SRCR 0001D</b> National and International Economic Downturn	Savings proposals were developed and agreed with members in order to bridge the forecast reduction in resources in 2020/21 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	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	Ian Williams	31-Dec-2020	December 2020 - ongoing. As noted above. There has also been an ongoing campaign to reduce agency spend but the forecast for the current year remains at £40m with the cyberattack presenting a further risk to this figure. HMT have agreed to target a 15% reduction in agency spend going forward.

	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.				
<b>SRCR 0001E</b> Commercialisation	The Council is looking to take advantage of commercial opportunities 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.	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	Ian Williams	31-Dec-2020	December 2020 - The Council has sought ways of 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 include those where Council owned property has been leased out to third parties and a further proposal is anticipated to contribute to reducing the budget gap in 2021/22.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0001A</b> Brexit Implications <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b>	<p>Following on from the UK's vote in favour of leaving the EU in June 2016, the continuing 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 maintains 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. As things stand, Britain formally left the EU on 31/1/20, but negotiations regarding the specifics of any deal are scheduled to last until the end of the year. Britain could still fall out of the Union with no deal.</p> <p>With no deal, stock markets could fall significantly resulting in a serious impact to the Council's pension funds. The likelihood of</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Neighbourhoods & Housing		<p style="text-align: center;"></p> <p>December 2020 - Article 50 was triggered on March 29<sup>th</sup> 2017, formally commencing the exit process. With the convincing Conservative victory in the General Election (12/12/19) which followed numerous delays, Brexit occurred on 31 January 2020.</p> <p>However, the possibility of (a potentially catastrophic) 'no deal' scenario is still a reality, as the government have a deadline till the end of December 2020 to sort out the specifics of an exit deal (or not). Also, problems such as the pound's instability have caused the Council some clear losses in purchasing (especially ICT equipment which is bought in dollars).</p> <p>In the immediate aftermath of the Brexit vote, some of the more pessimistic outlooks were not realised, with the markets remaining steady, but economists suggest the outlook remains gloomy. Clearly the Coronavirus pandemic has added massive uncertainty and negativity to the short (and long?) term</p>

	<p>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 shortfalls that a weak pound produces.</p> <p>When the UK leaves the EU, the existing EU data protection provisions will not apply to the UK. The exact implications of this are currently unclear, but there could be a risk that EU based data processors may notify UK data controllers that they are not able to process UK data in the event of a 'no deal' Brexit.</p> <p>Furthermore, recruitment and retention problems could worsen with the potential loss of employees from EU27 countries. There is a risk of high increases to food costs which could cause a disruption to food supplies, panic buying, an increase in food prices and food bank demands, and finally, reduced food bank donations. There also remains a risk to medicinal supplies, meaning vulnerable residents might not have access to their required medication.</p> <p>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>economic prospects. There is also a risk for Central government of the pandemic crisis detracting from efforts to gain a satisfactory deal 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>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. The Council has continued its clear support for local food banks. 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. The DHSC awarded contracts to three companies for an express freight service to deliver medicines and medical products within 24 to 48 hours if there is a No Deal Brexit. Contracts have been awarded to UPS, DFDS and Biocair.</p>
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0001A Brexit Implications	Brexit and its potential impacts are 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 were 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.	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	All	31/12/2020	<p>There is a separate Brexit Risk Register (which was initially produced before the main threads of these risks were subsumed into the normal Directorate / Service registers) . The separate Brexit register is up to date as of December 2020.</p> <p>Below are examples of further Council work on managing potential Brexit impacts.</p> <p><u>European Settled Status (EUSS)</u></p> <p><i>1. Council Staff</i></p> <p>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</p>

				<p>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>
<b>SRCR 0001A UK leaving the EU Project</b>	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.	Ian Williams	Various Directors and other senior officers around organisation	<p>31/12 /2020</p> <p>The first meeting of this group occurred on 7<sup>th</sup> November 2018. Google community groups have been set up for discussions regarding this. Updates are regularly occurring on all areas of the potential outcomes, and meetings occur at regular intervals.</p> <p>The Task and Finish Group meets regularly 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' was 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 replaced the normal 7 day cover period by</p>

					<p>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 prevailing at the time.</p> <p>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.</p>
<b>FR DR 0007</b> Consider potential pricing fluctuations when planning purchases.	<p>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.</p> <p>This will be an ongoing activity (no fixed end date).</p>	<p>Tim Shields; Ian Williams; Ajman Ali; Anne Canning</p>	Purchasing managers	Ongoing	Task and finish Group continues to monitor across all service areas
<b>FR DR 0007b</b> Brexit impact on Treasury and Pensions	<p>Ongoing monitoring of financial markets and close communication with Pension Fund Investment managers/investment consultants.</p> <p>Additionally, there has been ongoing monitoring of financial markets and regular communication with treasury advisers.</p> <p>Monitoring of both interest rates/ yields as well as the impact on the credit risk of potential investment counterparties, especially UK based institutions.</p>	<p>Ian Williams; Michael Honeysett</p>	<p>Rachel Cowburn, Pradeep Waddon</p>	Ongoing	<p>Following the leave vote, the Pension team was in immediate contact with fund managers and Investment consultants, receiving commentary from each fund.</p> <p>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.</p> <p>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).</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0002</b> Management of Capital Programmes / Schemes <b>EXTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>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</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance &amp; Corporate Resources;</p>		<p style="text-align: center;"></p> <p>December 2020 - 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</p>

	<p>currencies). This could lead to financial pressures as unexpected costs of borrowing would be incurred.</p> <p>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.</p>	Neighbourhoods & Housing		<p>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 2020/21 is £245m (non-Housing schemes totalling £119m and Housing schemes totalling £126m). The plans for 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 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 on Morning Lane) contain detailed break clauses, which essentially provide guarantees that (even with the initial investment) the council cannot suffer serious losses.</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>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0002A</b> 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 (OFP) 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; Ajman Ali; Anne Canning; Denise D'Souza	Jackie Moylan	31-Dec-2020	December 2020 – ongoing. The revised capital budget for the current year as at the end of September is £215m. Last year's actual capital expenditure to March 2020 was at £230m, £16m below the revised budget. Regular (quarterly) reporting provide increased assurance that everything is being effectively managed, with out-turns being below budget.
<b>SRCR 0002B</b> 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; Ajman Ali;	Jackie Moylan	31-Dec-2020	December 2020 - ongoing.



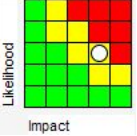

		Anne Canning; Denise D'Souza			
<b>SRCR 0002C</b> Management of Major Capital Schemes	The Capital programme is currently subject to overall review in order to reduce the overall call on available resources and to ensure their use is prioritised in line with member decisions.	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	Jackie Moylan	31-Dec-2020	December 2020 - ongoing. A refresh of the capital programme was completed as part of the budget process for 20/21 - and a review of the overall corporate strategy. A full capital management review will be undertaken in the coming months taking on board the CE restructure and the creation of a centralised function for the delivery of major capital projects.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0010</b> Pension Fund <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b>	General market volatility (eg – price and pay inflation is more than anticipated), changing demographics, vulnerable asset classes and any legislative changes could pose a risk to investment returns which underpin fund performance and ability to meet future liabilities without additional financial burdens on the 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.	Finance & Corporate Resources		<p style="text-align: center;"></p> <p>December 2020 - In the immediate aftermath of COVID-19 seriously impacting on the UK in March, stock markets crashed and investments almost everywhere went down, although they quickly part-recovered. While market conditions remain volatile, both our investment strategy and the plan for meeting our liabilities (our future pension payments) stretch over the very long term. The Fund remains cash flow positive albeit not as strongly as in the past. We will be closely monitoring the situation but we do not expect to make major changes outside of the Fund's investment strategy, the formal review of which was already underway. We remain committed to the Fund's policy to reduce exposure to carbon reserves and greater focus on ESG matters.</p> <p>Brexit also 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. From a national perspective, Local Government Pension Scheme funds in England and Wales reported a negative cashflow position again last year, as schemes paid out £900m more in benefits than they received, according to government statistics, but this is not a reflection on Hackney.</p>



				<p>The likelihood of this risk occurring is relatively high, given the 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, but the process will still not be complete for a few years. 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. It is likely that the refreshed investment strategy will result in further pooling of the Fund's investment assets.</p> <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, so there are potential opportunities here too. All continues to be monitored regularly but no knee-jerk reactions will be taken, particularly considering the long-term nature of the fund's future liabilities..</p>	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>SRCR 0010D</b> 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.	Jackie Moylan	(Rachel Cowburn); Michael Honeysett	31-Dec-2020	Updated Dec 2020 - ongoing.
<b>FRFSV 0052D</b> 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 changes, all consultations and guidance from the Government are being monitored, and responded to where appropriate.	Jackie Moylan	(Rachel Cowburn); Michael Honeysett	31-Dec-2020	CIPFA are currently reviewing and updating the framework and we will assess training against the framework bearing in mind also recent staff changes on the Pensions Team - Dec 2020
<b>FRFSV 0053B</b> 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/improvement 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.	Jackie Moylan	(Rachel Cowburn); Michael Honeysett	31-Dec-2020	Updated Dec 2020 - ongoing. (Next valuation due March 2022)

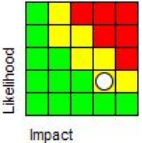

<b>FRFSV 0053C</b> Identifying the external risk factors that affect the funding position	Identifying the various risk factors, asset/liability, investment, longevity, interest rates, inflation, liquidity, etc and how the interaction of these impacts on the funding position and adapting the strategy and business plans to manage these risks where feasible. Also regarding further 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.	Jackie Moylan	(Rachel Cowburn); Michael Honeysett	31-Dec-2020	Updated Dec 2020 - ongoing.
<b>FRFSV 0042D</b> 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.	Jackie Moylan	(Rachel Cowburn)/ Michael Honeysett	31-Dec-2020	Updated December 2020 - ongoing. Detailed reports get taken to Pensions Committee at regular intervals providing them with the assurance that risks are being managed.
<b>FRFSV 0042E</b> Controls related to asset pooling	Monitor proposed changes, consultations and guidance from Government on the pooling agenda, responding where appropriate to influence outcomes. Amend process where required to ensure compliance. Also maintain good working relationships to ensure the Fund is fully aware of developments at the pool level and the pool is aware of and responds to the Fund's strategic requirements.	Jackie Moylan	(Rachel Cowburn); Michael Honeysett	31-Dec-2020	December 2020 – Planning for transition is considered as part of the Investment Strategy development to ensure assets are transitioned efficiently and within the required timeframes.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0013</b> Impact of New Legislation <b>EXTERNAL RISK</b> <b>FUTURE RISK</b>	<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) and in response to the Coronavirus crisis- could result in an increase in rent, service charge, arrears, higher legal costs, increased evictions</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Neighbourhoods & Housing		 <p>December 2020 –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</p>

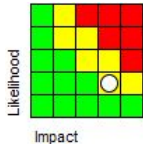

	<p>and pressure on the vulnerable (potentially resulting in homelessness).</p> <p>Further effects of new legislation could be financial, legislative (with a failure to understand the breadth of responsibility) and reputational, directly affecting the local community. There could also be issues amongst the local community in terms of dissatisfaction, lack of understanding and increased financial difficulties.</p>			<p>detail (after coming into effect in October 2018). With the sudden emergence of the Coronavirus, a great deal of pressure has been put on Benefits as there have been massively increased numbers of those claiming UC (and business grants etc), especially post COVID-19.</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. However, there are pressures on new housing delivery and the investment in existing stock arising from changes to Building Control, fire safety, and the need to reduce carbon emissions.</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. Risk remains at same score.</p>	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>SRCR 0013</b> Impact of New Legislation	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. There is a quarterly Corporate Law Update outlining all the latest legal developments and their potential impact on the Council.	Tim Shields	Dawn Carter-McDonald	31-Jul-2020	May 2020 - ongoing.
<b>SRCR 0013A</b> 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 make the case to Government for flexibilities to mitigate the adverse effects of these policies.</p> <p>Once the detailed Statutory Instruments have been published , 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</p>	Ajman Ali	Chris Trowell	31-Dec-2020	Updated December 2020

	<p>impacts on the Council and residents. The Building Safety Bill (issued 20/7/20) and new energy regulations will both constitute new legislation to get to grips with.</p> <p>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>Homelessness Reduction Act:</i> This was agreed by Parliament and received Royal Assent and was implemented in 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.</p>				
<p><b>SRCR 0013B</b> Care Act 2014</p>	<p>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.</p>	<p>Anne Canning / Denise D'Sousa</p>		<p>31-Dec-2020</p>	<p>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.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
------------	---------------------	-------------	---------------------	--------------------

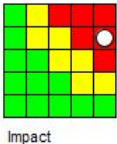

<p><b>SRCR 0018</b> Workforce &amp; Skills <b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>The world of technology and work is changing fast and there is a risk that the Council might fail to maximise the potential of these changes, including the potential to transform services through effective use of 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 (and the ongoing pandemic), 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.</p> <p>An additional organisational risk in this area is around the modernisation agenda and a need for the workforce to adapt and change and be receptive to new ways of working. Failure to do this could result in the Council lacking the dynamism to succeed in effectively utilising opportunities open to it.</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance &amp; Corporate Resources; Neighbourhoods &amp; Housing</p>		<p style="text-align: center;"></p> <p>December 2020 – The sudden onset of the COVID-19 crisis has added an increased importance to this. In the immediate aftermath of the lockdown, it became clear that the vast majority of the workforce would need to permanently work from home for a period of months (at least) and this would be a challenge to technology. Happily, at this stage it seems that any risks related to this have not materialised. Staff have adapted and the cloud based technology has generally worked well. Thousands of online meetings a week have been occurring through Google meet.</p> <p>The importance of skills within the workforce is a 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 the dynamism to succeed in effectively utilising opportunities open to it.</p> <p>The response to the Coronavirus crisis should provide assurance the Council is well positioned to manage these risks.</p> <p>Risk has levelled off, with more stability post restructures. A major Senior Management restructure is in the process of being completed, whilst the Voluntary Redundancy scheme was completed in the spring of 2020. Further restructures are planned or taking place in different services around the Council. These are 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.</p> <p>Overall 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.</p> <p>The Council has now fully switched over to G-suite, which is resulting in increased efficiencies and dynamism, with 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. Staff at home now have a new ICT offer available to them where they can request all appropriate equipment to enable them to carry out their job effectively (Chromebox / monitor etc).</p>	
<p><b>Control Title</b></p>	<p><b>Control Description</b></p>	<p><b>Responsible Officer</b></p>	<p><b>Service Manager</b></p>	<p><b>Due Date</b></p>	<p><b>Control - Latest Note</b></p>

<b>SRCR 0018 a</b> 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	Stuart Thorn, Rob Miller	31 Dec 2020	December 2020 - This is currently being accomplished through close work between ICT and HR. Also new technology has been installed all around the Council with Chromeboxes / books being installed for all to ensure better and more efficient usage (and now distributed to all home workers). These have worked well during the COVID-19 crisis. The same equipment is being delivered by couriers to the houses of staff where required.
<b>SRCR 0018 b</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	Stuart Thorn, Dan Paul	31 Dec 2020	December 2020 - these controls are in place and continuing. Detailed guidance was drafted in March to provide staff with detailed instructions and special dispensations (if required) during the Coronavirus crisis. This is consistently updated as well.
<b>SRCR 0018 c</b> Workforce & Skills	Ensuring that the Council's strategic plans reflect these opportunities	Tim Shields	Policy	31 Dec 2020	New Corporate and Community Strategy (2018-2028) reflect this.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0018B</b> Recruitment and Retention <b>INTERNAL RISK</b> <b>CURRENT RISK</b>	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 practises), it may struggle to compete with other organisations to get the best candidates.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Neighbourhoods & Housing		 <p>December 2020 - Risk was broadened (in Nov 2019) across the Council by HMT (from having been focused on ICT). At the last review, dropped with likelihood decreasing to 2, reflecting some positive progress made. It remains at the same level. 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, Audit, Quantity</p>

				<p>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 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. Covid has introduced challenges with initial freezes on recruitment, but this has now finished.</p>	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>SRCR 0018B</b> Recruitment and Retention	<p>Services are continuing to work with HR / OD to carry out the following suggested mitigations:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- review salary supplements to ensure that these are providing market competitive salaries and are also fair and transparent</li> <li>- review career development paths within the service and also ensure that apprenticeships / graduate trainee opportunities are being used effectively to develop internal talent.</li> </ul>	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	All Service Managers	31-Dec-2020	<p>December 2020: Salary supplement models have been reviewed ahead of the scheduled update of supplements in April 2020 to ensure they remain fit for purpose and Hackney continues to be competitive in recruitment to technology and data roles.</p> <p>All roles are now benchmarked 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.</p>
<b>FR DR 007 A</b> Training and development	<p>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</p>	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza	All managers	31-Dec-2020	<p>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 more assurance that this risk won't materialise. Full support has been offered and provided during the COVID-19 crisis.</p>

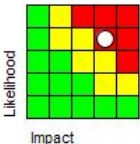

	helps contribute to an improved experience of working at Hackney and to an extent, mitigates the risks of absences and departures.				
--	--	--	--	--	--

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0021 Cyber / Information Security <b>INTERNAL /EXTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>There is a risk that the security of Council's systems, network and devices could be compromised. This would have very damaging, widespread implications. Especially because reliance on these systems have increased in the aftermath of the COVID-19 crisis.</p> <p>Clearly, this risk has recently materialised but still needs to be logged as a risk going forward with revised controls offering assurance</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance &amp; Corporate Resources; Neighbourhoods &amp; Housing</p>		<p>December 2020 - </p> <p>On Sunday October 11th the Council's ICT team identified a serious cyberattack on the Council's systems. Work was carried out immediately to isolate the Council's internally hosted systems and network and to notify the national leads for cyber security.</p> <p>Cloud and other externally hosted systems were not affected by the attack. Despite this, affected systems include a large number of critical services, including: social care; housing benefits; Council Tax and Business Rates; land charges; and housing services.</p> <p>An investigation is now taking place with the cooperation of multiple organisations, including the National Crime Agency, National Cyber Security Centre and local law enforcement. The Council also moved swiftly to report the incident to the Information Commissioner's Office within 36 hours of the incident being discovered.</p> <p>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>

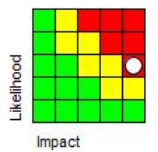



Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
FR IT 0006a Ensure compliance with the PSN Code of Connection and other applicable standards (including the ICT security requirements for compliance with the NHS IGSoc).	Ensure that good security practice is reflected in the Council's technical architecture and operational practices, including annual PSN Code of Connection compliance assessment (supported by IT health check) This will be an ongoing annual activity (no fixed end date).	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2020	<b>December 2020:</b> The Council holds a current PSN connection compliance certificate (through to 20 January 2021).  Regular updates on cyber security risk management continue to be monitored by the Council's Information Governance Group.
FR IT 0006b Ensure that all users of the Council's systems and data take appropriate measures to protect these.	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).	Rob Miller; Ian Williams	Henry Lewis	31-Dec-2020	<b>December 2020:</b> Data Awareness Training has now been rolled out to Members and ongoing training and monitoring for staff and Members will be managed as a Business As Usual process.
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-2020	<b>December 2020:</b> The Council holds a current PSN connection compliance certificate (through to 20 January 2021).  The ICT Security Group monitors the processes for management of security patches and planned refresh of out of data software and hardware. This is ongoing as part of continuous maintenance and patching.  Regular updates on cyber security risk management continue to be monitored by the Council's Information Governance Group.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
------------	---------------------	-------------	---------------------	--------------------

<p>FR IT 0001 Information Assets <b>INTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>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 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 partnership with other agencies and providers.</p>	<p>Finance &amp; Corporate Resources</p>		<p style="text-align: center;"></p> <p>December 2020 - Following the cyber attack on 11 October the Council took swift action to notify national Government and also the Information Commissioner's Office. The ICO is now investigating the attack and officers are providing the evidence that the ICO has requested to demonstrate the measures that the Council had taken to comply with the requirements of GDPR.</p> <p>The Council's preparations for GDPR have helped to support the incident response. Specifically, the Information Asset Register has been effective in providing the basis for assessing the risks of data exfiltration / publication to inform mitigation plans.</p> <p>Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>FR IT 0001a Information management</p>	<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>	<p>Ian Williams</p>	<p>Matthew Cain</p>	<p>31-Dec-2020</p>	<p><b>December 2020 -</b></p> <p>Following the cyber attack on 11 October the Council took swift action to notify national Government and also the Information Commissioner's Office. The ICO is now investigating the attack and officers are providing the evidence that the ICO has requested to demonstrate the measures that the Council had taken to comply with the requirements of GDPR.</p> <p>The Council's preparations for GDPR have helped to support the incident response. Specifically, the Information Asset Register has been effective in providing the basis for assessing the risks of data exfiltration / publication to inform mitigation plans.</p> <p>Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.</p>
<p>FR IT 0001c EU General Data Protection Regulation: compliance from May 2018</p>	<p>Implement the programme of activity to support Hackney's compliance with the GDPR. This will include changes to the Council's information management arrangements, data retention, privacy</p>	<p>Ian Williams</p>	<p>Matthew Cain</p>	<p>31-Dec-2020</p>	<p><b>December 2020 -</b></p> <p>Following the cyber attack on 11 October the Council took swift action to notify national Government and also</p>

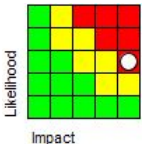

	provisions and practise across all Council teams who handle people's personal information.				<p>the Information Commissioner's Office. The ICO are now investigating the attack and officers are providing the evidence that the ICO has requested to demonstrate the measures that the Council had taken to comply with the requirements of GDPR.</p> <p>The Council's preparations for GDPR have helped to support the incident response. Specifically, the Information Asset Register has been effective in providing the basis for assessing the risks of data exfiltration / publication to inform mitigation plans.</p> <p>Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.</p>
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-2020	<p><b>December 2020 -</b></p> <p>Following the cyber attack on 11 October immediate action was taken to isolate the Council's network and systems, including blocking connections to third party networks. The recovery work that is now taking place includes coordination with third party security and compliance teams to reestablish those connections in a controlled and secure way.</p> <p>Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0020 Corporate (ICT / Business) Resilience. <b>INTERNAL RISK</b> <b>FUTURE RISK</b>	(Risk that) the Council does not have an updated, 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	Finance & Corporate Resources		 <p>Nov 2020 - After the sudden need for all office based workers to move to working from home in March 2020, following the outbreak of COVID-19, the consensus is that Business Continuity was maintained and services were able to continue operating effectively. The IT framework was able to support this massive</p>

	<p>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>			<p>surge in home working, although longer term, more support will be required.</p> <p>The cyberattack in October caused critical problems, which impacted on all of the Council's internally hosted systems. Cloud hosted services (including G Suite and the Council's website and intranet) continued to function but other major systems were not functional, impacting severely on service delivery. This is ongoing.</p> <p>The Council has a robust and tested plan in place. 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. Recent incidents (eg pandemic / flooding) emphasise the importance of careful management within this area. In the aftermath of the COVID-19 outbreak, services continued to work remotely, and business continuity was clearly achieved</p> <p>DR provision is in place for critical systems additional infrastructure capacity has been added during the COVID crisis. Successful DR testing has recently taken place, providing assurance of overall resilience. BC Plans have been consistently reviewed and will be further updated during the crisis to reflect any changes.</p>	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>ate</b>	<b>Control - Latest Note</b>
FR IT 0003a Resilience of ICT systems / Disaster Recovery	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.	Ian Williams	Henry Lewis	01-Dec-2020	Nov 2020 - the Council has tested DR provision in place and the ICT Services division's Business Continuity Plan has been signed off and tested. A review of the DR provision (from the ICT perspective) was internally audited and the report was completed at the end of 2018. The final

	<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>				<p>level assurance was significant, suggesting a robust approach is in operation.</p> <p>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.</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 place following the current review of BCPs across all services, which has pretty much been completed within the last six months.</p>	Rob Miller; Ian Williams	Henry Lewis	01-Dec-2020	<p>Nov 2020: 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 quarterly.</p> <p>Also, the corporate review of Business Continuity Plans has been completed.</p>
SRCR 020A -Corporate Resilience Forum	<p>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.</p>	Rob Miller	Cross Council	Ongoing	<p>From paragraph 1.1-1.2 of the CRF report:</p> <p>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</p>

					Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS.
--	--	--	--	--	--

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0023</b>            Person suffers significant harm, injury or death  <b>EXTERNAL RISK</b>  <b>FUTURE RISK</b></p>	<p>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.</p>	<p>Children and Education;            Adults, Health and Integration</p>		<p style="text-align: center;"></p> <p>Update November 2020 – This remains a high risk, although the controls should provide strong assurance that we are well positioned to manage it. From the Adult perspective, In 2018/19 Adult Services in Hackney invited the London Association of Directors of Adult Social Services (ADASS) to conduct a Peer Review into Adult Safeguarding in order to test and validate the controls in place for how this risk is managed. The review was positive about how this risk is managed in Hackney but also provided areas for further consideration about more we could do. These areas have been built into ongoing adult safeguarding delivery plans within commissioning, operations and the work of the Safeguarding Adults Board. In 2019/20 the City &amp; Hackney Safeguarding Adults Board have continued to work together to embed the learning from SARs to help mitigate this risk further. This included: • Delivery of SAR learning sessions to multi-agency groups, including voluntary agencies • Development of Task &amp; Finish group to promote service user engagement in the work of the CHSAB The Board has also carried out awareness raising activities to help prevent adult safeguarding such as an awareness campaign co-produced with service users to raise awareness of financial abuse.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>CYP 006B</b> Local Safeguarding Children Board (LSCB) reviewed and operating as an effective multi-agency forum.</p>	<p>The City &amp; Hackney Safeguarding Children Board (CHSCB) has a remit to monitor safeguarding across all partner agencies, including the local authority.</p>	<p>Anne Canning</p>	<p>Rory McCallum</p>	<p>30 Dec - 2020</p>	<p>May 2020 - 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. The new arrangements for the City &amp; Hackney Safeguarding Children Partnership (CHSCP) were successfully put in place before the deadline.</p> <p>A range of measures have been put in place to ensure the CHSCP is operating as an effective multi-agency forum. Independent chairing is in place, defined governance arrangements, regular attendance from partners at Executive and relevant sub / working groups and Hackneyspecific self-assessment. CHSCP also maintains a risk register covering all key statutory requirements; these actions and progress are regularly reviewed through the CHSCP Executive and full CHSCP. The November 2019 Ofsted inspection found that "joint work across the partnership has not, however, consistently translated into operational improvement" - this will be addressed as part of the post-inspection action plan.</p>
<p><b>CYP 006D</b> Ensure staff have the necessary skills to ensure risk and need are properly assessed</p>	<p>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.</p>	<p>Anne Canning</p>	<p>Anne Coyle</p>	<p>30 Dec - 2020</p>	<p>March 2020 - Ofsted inspectors noted in November 2019 that while there are good opportunities for staff training, the experiences and progress of children who need help and protection required improvement, with some specific actions being highlighted. The actions to address these concerns will be included in the post-inspection improvement plan, due to be submitted to Ofsted at the end of March 2020, with strong governance and oversight by the Mayor, councillors and senior leaders</p>

<b>CYP 006E</b> 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	Anne Coyle	30 Dec - 2020	Update May 2020 - 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.
<b>CYP 006F</b> 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 mitigate risks of harm to staff in the course of work.	Anne Canning	Pauline Adams	30 Dec - 2020	Update May 2020 - All providers of proposed activities, including the local authority, are required to submit a written risk assessment which is scrutinised and approved / not 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.
<b>CACH ASC 0005</b> Implementing a robust safeguarding approach across adult services	The City & Hackney Safeguarding Adults Board's (CHSAB) role is to monitor safeguarding across all partner agencies, including the local authority and has regular meetings of the Board to ensure safeguarding across the partners is being managed effectively and that relevant intelligence is appropriately shared. The Safeguarding Adults Board with the input and support of Adult Services' Head of Safeguarding will continue to oversee the delivery of the recommendations of the Safeguarding Adults Reviews. This will include working with existing projects within the Integrated Commissioning programme such as the Neighbourhood Programme to ensure they support the delivery of these recommendations.	Anne Canning	Denise D'Souza	31 Dec - 2020	May 2020 – 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.

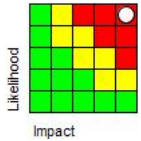

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0025</b> Contract Procurement and Management (especially in Housing Services). <b>INTERNAL RISK</b> <b>CURRENT RISK</b>	As a result of Contract Management not being carried out properly or with regard to agreed 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	Chief Executive's; Children, Adults & Community Health; Finance & Corporate Resources;		<p>December 2020 – 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 undertake. There have been</p>



	non-viable contracts being awarded to non-viable contractors.	Neighbourhoods & Housing		major investigations into external contractors and how their relationship with Housing Services 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. The COVID-19 pandemic clearly increases the likelihood of problems for suppliers and contractors who may be dependent on financial variables outside the control of the Council., This makes the controls more important than ever, and is also referred to in the Pandemic risk.	
<b>Control Title</b>	<b>Control Description</b>	<b>Responsible Officer</b>	<b>Service Manager</b>	<b>Due Date</b>	<b>Control - Latest Note</b>
<b>NH DR 007a</b> Contract Specification in place	Contracts clearly define the requirements of the business. Also, regular liaison meetings with contractors.	Sinead Burke	Each Contract Manager	Ongoing	Dec 2020 – these controls are in place and continuing and KPIs regularly reviewed along with monitoring of spend pattern / profile.
<b>NH DR 007b</b> 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.	Rotimi Ajilore	Each Contract Manager	Ongoing	Dec 2020 – these controls are in place and continuing.
<b>NH DR 007c</b> 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 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.  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.	Ajman Ali  Sinead Burke  Sinead Burke	Sinead Burke  Contract Managers  Contract Managers	Ongoing	Dec 2020 – these controls are in place and continuing. Phase 1 of the restructure is complete and final phase completed by summer 2020.

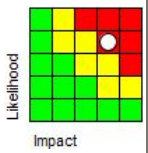
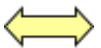
	<p>Regular contract audit.</p> <p>A Fire Safety Programme Board has been established to ensure greater oversight of capital fire safety projects. This board is chaired by Ajman Ali with agenda items led by Donna Bryce.</p>	<p>Michael Sheffield</p> <p>Donna Bryce</p>	<p>Fraud Investigation Officers</p>		
<b>NH DR 007d</b> 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	Dec 2020 – these controls are in place and continuing
<b>NH DR 007e</b> 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	Dec 2020 – these controls are in place and continuing.
<b>NH DR0007f</b> 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"> <li>• maintain an overview of the Asset Management Plan element of the Housing Capital Programme approved by Cabinet;</li> <li>• make decisions on the progression of Housing Capital schemes using the Gateway process.</li> <li>• approve Sectional Commencement Agreements (SCA) with the Council's contractors,</li> <li>• 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,</li> <li>• monitor delivery against the programme, and</li> <li>• make decisions on the reprioritisation of capital resources within the capital limits approved by Cabinet as part of the annual budgeting process.</li> </ul> <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 and projects affecting a locality so that communications with residents on estates where works are taking place are holistic.</p> <p>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.</p>	Ajman Ali/Deirdre Worrell	Sinead Burke	Ongoing	Dec 2020 –Control established in Oct 2019 and now ongoing.

<b>NH DR0007g</b> - Asset Management Strategy	A new asset management strategy went to March Cabinet for approval, and was fully ratified at the meeting on March 25 <sup>th</sup> 2019. 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/	Sinead Burke/Simon Theobald	31-Dec-2020	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.
<b>SRCR 0025</b> Contract Procurement and Management (especially in Housing Services).	Major investigation is ongoing with dedicated team (Proactive Anti-Fraud Team).	Ian Williams	Michael Sheffield	31-Dec-2020	Progress remains confidential at this stage.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0028 CYPS, SEND</b> funding –Escalating SEND spend has an adverse impact on Hackney Education and Council budgets.	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.		<div style="text-align: center;">  </div> <p>December 2020: The Risk Review Group recommends maintaining the risk rating at the highest possible level. The SEND Budget pressures are being offset by savings in other areas of Hackney Education and some additional funding.</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> <p>A new Head of High Needs &amp; School places has been appointed. Cost review work was started under the Interim Head and is being continued under the new head.</p>

Control Title	Control Description	Service Manager	Control - Latest Note
<b>SRCR 0028 a</b> Forecasting of financial impact of SEND budget pressures.	Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan	Anne Canning; Yusuf Erol	<b>Dec 2020:</b> The Interim Head of High Needs and School Places has presented to SLT (over the

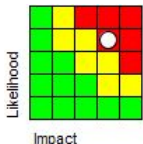

	result in medium term cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HLT is not detrimentally affected by the overspend, is imperative.		summer) an initial list of areas where there will be further exploration of savings opportunities. SLT noted that list and is expecting further information about what will happen with each item.
<b>SRCR 0028 b</b> Ongoing work to develop plans/strategies to control/manage SEND spending.	SLT has approved a cost management plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for SEN statements.  The cost management plan is regularly reviewed by STAG.	Anne Canning; Annie Gammon	<b>Dec 2020:</b> Cost management plan reviewed and updated. Co-design group still on hold. Financial overview presented to SLT 10th July 2020.
<b>SRCR 0028 c</b> Risk 07 - Changing the culture of SEND in schools and Hackney Education to implement the action plan.	If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in Hackney Education 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; Annie Gammon	<b>Dec 2020:</b> SEND managers have attended primary and secondary heads meetings to explain basis of inclusion concept, expectations of schools and how the legal framework operates in relation to them. This will be ongoing (was fully completed for last year).
<b>SRCR 0028 d</b> 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; Annie Gammon	<b>Dec 2020:</b> Data dashboard presented. Synergy implementation on-going. Data cleaning on-going and MI reports still to be evaluated.
<b>LT1617Risk 09</b> – The costs of providing ECHPs is born equitably across agencies	All agencies need to contribute to the costs of the Education & Health Care Plans through the joint commissioning budget.	Anne Canning; Annie Gammon	<b>Dec 2020:</b> SEND partnership board met on the 8/7/20 to discuss and update the draft action plan. Action plan to be reframed and updated.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0029</b> Serious Safeguarding failure in regard to pupils not in school <b>EXTERNAL RISK</b> <b>FUTURE RISK</b>	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.  This is the particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that Hackney Education must work to ensure the safety and wellbeing of all such pupils, challenging existing legislative		 <b>November 2020</b> – Hackney Education has limited powers to intervene in schools' safeguarding practices. The risk controls reflect the fact that Hackney Education has responsibility, but little authority.

	frameworks and guidance where necessary to do so, and working with partners to ensure effective and robust identification, tracking, consultation and referral.		Risk Review Group recommends maintaining current risk. The children's action plan (coming out of the ILACS inspection) has an area of work focussed on this cohort of pupils. This is underway, managed through the Wellbeing & Education safeguarding team. E.g., new EHE policy recently launched.
--	---	--	---

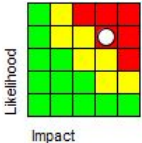

Control Title	Control Description	Service Manager	Control - Latest Note
<b>SRCR 0029B</b> Information sharing activities in place.	Hackney Education are represented on local Safeguarding Boards at all levels, and work proactively across 1CYPS by contributing to all safeguarding forums and initiatives, subject to capacity. HLT are also engaged on other partnership panels where safeguarding is a concern, such as MATs and Children and Young People's partnership panel. Hackney Education contributes to all reviews as required by the Safeguarding Board, and implement all actions.  Education's membership of the Ofsted Preparation Group for Ofsted inspections provides the opportunity to establish and use linkages to share information.  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 SLT.	Anne Canning; Annie Gammon	<b>Dec 2020:</b> Collaboration has been strengthened during C-19 with education representatives on multi-agency safeguarding arrangements C-19, vulnerable children's C-19 response group and FAST steering group.
<b>SRCR 0029 Risk 03:</b> Ongoing dialogue between Hackney Education, 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 regard to safeguarding duties.	Anne Canning; Annie Gammon	<b>Dec 2020:</b> The urgent need for clear legislation was emphasised at the Children & Young People's Scrutiny Commission meeting in January 2020 Hackney Education has produced and circulated a flow chart to clarify its role with partners as to the actions following child not in school in order to pilot attendance orders.
<b>SRCR 0029D</b> Continuing attempts at engagement with unregistered settings are made by Hackney Education 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	<b>Dec 2020:</b> The working group that has been overseeing the response to CYP Scrutiny Commission is to be reconvened as an unregistered settings oversight group and will expand its membership to all statutory partners e.g., Met police LFB and others. Dialogue with some communities has been on hold due to COVID-19.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
------------	---------------------	---------------------	--------------------

<p><b>SRCR 0027 b –</b> Risks posed by unregistered schools and settings <b>EXTERNAL RISK</b> <b>FUTURE RISK</b></p>	<p>Unregistered centres are neither known to, nor inspected by Ofsted, raising potential issues relating to the wellbeing and safeguarding of children and young people in the borough. Hackney Education does not have any statutory powers or reporting requirements in regard to the registration of independent schools.</p> <p>As well as the potential risk around safeguarding and lack of knowledge and intervention in regard to those young people attending such settings, there are clear reputational risks for the department in this area. Despite the fact that Hackney Education holds no powers in regard to either registration or closure, there remains the perception that the Local Authority has not presented sufficient challenge to the status of such settings.</p>		<p style="text-align: center;"></p> <p><b>December 2020-</b> Hackney Education has limited powers to intervene in schools' safeguarding practices. The risk controls reflect the fact that HLT has responsibility, but little authority.</p> <p>There has been increasing partnership work, but further activity &amp; outcomes awaited to inform change to risk judgement, which remains as is.</p> <p>Risk Review Group recommends maintaining current risk rating.</p>
--	---	---	--

Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT 1415 Risk 18: Co-ordinating multi-agency responses, Hackney Education escalates any issues relating to the safeguarding of children or young people attending unregistered schools or settings.</p>	<p>Hackney Education are aware of unregistered schools and settings within the borough, we escalating to the appropriate authorities Children and Social Care any issues of concern reported to them. Hackney Education co-ordinates multi- agency responses in regard to those settings that do not comply with Ofsted registration requirements.</p>	<p>Anne Canning; Annie Gammon</p>	<p><b>Dec 2020:</b> Hackney Education will continue to make partner agencies aware of potentially serious concerns and support the Council and CHSCB in advocating for changes in the legal framework.</p> <p>Borough wide approach piloted in response to 2 settings with an element of successful collaboration</p>
<p>LT 1617 Risk 04: Continuing attempts at engagement with unregistered settings are made by Hackney Education to reduce the likelihood of pupils being put at risk.</p>	<p>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 and through the Out of School setting project.</p>	<p>Anne Canning; Donna Thomas</p>	<p><b>December 2020:</b> The OOSS is working with Interlink who have identified a worker who will have dedicated responsibility to promote safeguarding arrangements and practices in the OOSS/Yeshivot</p> <p>A programme of activity, involving visits out of school settings to action these. Encouraging safeguarding policy – providing information to parents. Engaging with Interlink to co-deliver this work.</p> <p>C-19 independent schools group set up with Interlink to support OJ settings</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
------------	---------------------	-------------	---------------------	--------------------

<p><b>SRCR 0030</b> Pressures on Temporary Accommodation <b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>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. This all produces financial, reputational and legislative (in terms of abiding by the Homelessness Reduction Act) risks.</p>	<p>Finance and Corporate Resources</p>		<p style="text-align: center;"></p> <p><b>December 2020 – data provided is from September 2020 due to cyber attack and system outage</b></p> <p>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.</p> <p>The amount of temporary accommodation property needed to fulfill demand for homeless households continues to increase. The Council now houses the highest amount of households in temporary accommodation for a decade, at 3352 households, containing 3928 children.</p> <p>The number of households seeking advice and support with homelessness in borough has risen by 3.86% on last year.</p> <p>The sheer volume of units needed is expected to mean that the costs will continue to rise this year and next, especially in the aftermath of COVID-19 once the legal protection to private tenants expires in March 2021. Currently the Council has no way of knowing the amount of residents that are in rent arrears in the borough due to the economic downturn, who may present to the Council as homeless once the protection is lifted at the end of March.</p> <p>Despite delivery of 36 hostels within the borough, due to the ever increasing property prices in borough, 1342 of these households are placed outside the borough and London. Homeless households still present on the day and are placed wherever there is accommodation available, more often than not in Essex, Kent, Bedfordshire and Hertfordshire. It is impossible to source ground floor and mobility accessible TA within the borough.</p> <p>Temporary accommodation income collection was running at 104% for 2019/20 and for 2020/21 had decreased to 97%. However, since the cyber attack, rent accounts have not been available to view and the level of collection is impossible to determine. For new temporary accommodation residents, rent accounts have not been created and housing benefit and discretionary housing payments applied. Lock down rules and restrictions on bailiffs have further impeded the removal of those that refuse to pay.</p> <p>The Benefits and Housing Needs Service continue to look at ways to boost affordable temporary housing by pursuing hostel leases with private landlords and developers, to reduce the reliance on nightly paid accommodation. Another new 23 bed TA hostel in borough is expected to open in January and an existing contract with Local Space is re-gear to provide 38 additional homes. A Mutual Support accommodation scheme is due to go live for 18 homeless clients with the property provided by the Council and the Support provided by Thames Reach and the cost covered by Housing Benefit in March 2021, once planning permission has been secured. Plans have also been worked up for another 7 bed hostel for high risk homeless residents to go live in 2021.</p>
---	---	--	--	--

				<p>The Covid 19 Protect Hotel continues to offer accommodation, food, health care and support to 102 individuals who were rough sleeping under the 'In for Good' principles. This pathway hosts a mixture of clients some on a statutory and non statutory basis, including NRPF, most with high support needs that will require supported accommodation. This provision is costed separately and a bid to MHCLG for £2.5m revenue was successful, leaving a net expenditure of £1m forecast. Another bid to GLA for 3.75m capital and £1.3m revenue for a long term housing solution was only partly successful with £2m received to deliver a scheme of supported accommodation with a TA hostel developer. Work will continue in January to identify other housing options for when the hotel lease expires in June 2021.</p> <p>The Council has estimated that a further 700 households will be impacted by the benefit cap by the Autumn due to the impact of the increase to the LHA levels and no adjustment to the overall benefit cap. Undoubtedly, this will cause an increase of those threatened with homelessness.</p> <p>Current waiting times for social housing can be found here : <a href="https://hackney.gov.uk/housing-application">https://hackney.gov.uk/housing-application</a> The Housing Supply Strategy will pursue purchase of RTB properties, a cash incentive scheme and the usage of modular housing on meanwhile sites.</p>
--	--	--	--	--

Control Title	Control Description	Responsible Group Director / Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0030a</b> 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-Dec-2020	The Benefits and Housing Needs Service continues to utilise all Council owned void properties as temporary accommodation wherever possible and affordable to do so. However, as of December 2020, the Benefits and Housing Needs Service has not been able to formally discharge any households due to the cyber attack and loss of data, however, practical work continues with reconciliation and the formal discharge notices to be issued once Council systems return.
<b>SRCR 0030b</b> 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-Dec-2020	December 2020 - The Benefits and Housing Needs Service has not been able to formally discharge any households due to the cyber attack and loss of data, however, practical work continues with reconciliation and the formal discharge notices to be issued once Council systems return.



<b>SRCR 0030c</b> 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-Dec-2020	Control ongoing May 2020. Business as usual.
---	--	--------------	-----------------	-------------	--

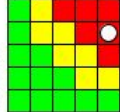

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0031</b> Fire Safety <b>INTERNAL RISK</b> <b>FUTURE RISK</b>	As a result of inadequate fire safety measures or defective workmanship (on cladding installation for example), death and serious injury occur from fire in LBH managed properties.	Neighbourhoods & Housing		<p>Updated in November 2020 by Donna Bryce – Score is stable.</p> <p>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 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 Council has been receptive to new recommendations and with the publication of the Hackitt Review and the Grenfell Report phase one we now need to concentrate on implementing these recommendations in anticipation of new legislation being put in place.</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
<b>SRCR 0031a</b> Fire Risk Assessments	<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>	Tim Shields; Ajman Ali	Donna Bryce	Ongoing	<p>Updated November 2020 – The fire risk assessment schedule is still on track with a three year programme of fire risk assessments. All blocks identified as high or medium risk will be subject to a type 3 risk assessment.</p> <p>All the fire risk assessors are now on the fire risk assessors register as part of the Institute of Fire engineers and this will enable the Council to have assurance that they are suitably qualified and regularly being assessed.</p>

					A resident portal is now been launched in November 2020 so that all the fire risk assessments for 2019/20 can be published where residents will be able to track progress of the recommendations. The fire risk assessments are now available to residents in live time.
<b>SRCR 0031b</b> Fire Safety	Each Directorate has responsibility for ensuring agreed work plans from the previously convened Corporate Fire Safety Group are being delivered.	Ajman Ali; Anne Canning; Ian Williams	Donna Bryce	1/01/21	Updated November 2020 - The Fire Safety Programme Board has now been expanded to include health and safety issues and is now the Housing Services and Private Sector Housing Safety Board and continues to monitor fire safety works and projects. The Board provides senior managers and member's assurance that we are not complacent in relation to fire safety and will also monitor the implementation of actions coming out of both the Hackitt Review and Grenfell Report. The Board is overseen by an independent fire consultant so that we can ensure that we are meeting our obligations under the Fire Safety Reform Order.
<b>SRCR 0031c</b> Fire Safety – high risk blocks	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).  Carry out additional non-FRA inspections across our high rise blocks in order to provide a visible presence across the Borough.  Carry out any other ad hoc fire safety inspections that are required.	Ajman Ali	Donna Bryce	1/01/21	Updated November 2020 - The three year programme of fire risk assessments is on track and continues to be delivered at a high standard.  Housing Officers and Health and Safety Advisers carry out regular checks of our buildings to identify fire safety hazards.  A programme of post inspection of all fire safety related works has been implemented in co-operation with PAM.  We now have a more proactive approach to fire safety with a number of initiatives being implemented in the last few months to include: <ul style="list-style-type: none"> <li>• Installing new fire signage across the borough</li> <li>• Surveying and installing new premises information boxes and ensuring relevant information is contained with the box</li> <li>• Ensuring we have up to date plans of our blocks which highlight any fire safety equipment</li> <li>• Resident insight project to identify our vulnerable residents and offer them support</li> <li>• Installation of floor level indicators</li> <li>• Fire safety contingency plans</li> </ul>
<b>SRCR 0031e</b> Fire Safety – everyone's responsibility	Develop and implement a communications strategy that, amongst other things, (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, (b) ensure effective communication and engagement with tenant representatives, (c) manage communications with Members so that they are engaged and up to speed with	Ajman Ali	Donna Bryce / John Wheatley	Ongoing	Updated November 2020 - Communications strategy in place and the Resident Safety team carry out regular outreach meetings in co-operation with the Building maintenance team.  The internet has been updated to provide additional fire safety advice to residents  We send out regular communication with residents to ensure they are aware of their responsibilities in relation to fire safety

	<p>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>				<p>All sites have been accessed for accessibility and LFB are still carrying out regular inspections of blocks and providing advice.</p> <p>Regular briefings to members and to tenant and resident associations are provided.</p> <p>Fire Safety training was provided to members in November 2019</p> <p>Regular internal bulletins on fire safety are sent out to all Housing Services teams via the google community which gives us an opportunity to share good practice.</p> <p>We are working collaboratively with the Housing Officers to implement a constant approach to fire safety within the blocks including joint procedures.</p> <p>Training has been provided to TMO's and Housing Officers on fire safety.</p>
<p><b>SRCR 0031f</b> LFB meetings</p>	<p>Develop robust arrangements for meeting regularly with the London Fire Brigade (LFB) to consider fire risk assessments and safety on our estates.</p>	<p>Tim Shields; Ajman Ali</p>	<p>Donna Bryce</p>	<p>1/01/21</p>	<p>Updated November 2020 - We continue to have regular meetings with the LFB and we are working closely with LFB on ensuring we have contingency plans in all our premises information boxes and also working with them on identifying our vulnerable residents who would need help in the event of an emergency.</p> <p>We continue to carry out joint visits wherever possible with the LFB.</p>
<p><b>SRCR 0031g</b> Fire safety policy</p>	<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"> <li>• Agreement on the new corporate Fire Safety Policy and the development of a new fire strategy with Council professionals, residents and industry experts.</li> <li>• 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</li> </ul>	<p>Tim Shields; Ajman Ali</p>	<p>Donna Bryce</p>	<p>1/01/21</p>	<p>Updated November 2020 - A policy was implemented in August 2018 and was reviewed in January 2020 to ensure it is still fit for purpose and the legislation is still correct.</p> <p>FRA budgets are monitored via the fire safety programme board and via the Capital monitoring board.</p> <p>Fire safety has been incorporated into the Asset Management Strategy to ensure that fire safety is at the heart of our capital works programme.</p> <p>New guidance has been issued in relation to fire risks in communal areas so we have a consistent approach within council managed blocks and TMO's</p> <p>With the release of the Hackitt and the Grenfell review reports we continue to lobby government alongside other London Boroughs</p>

	<p>safety or sprinkler or alarm installation; at their cost.</p> <ul style="list-style-type: none"> <li>• Our current policy and procedures for dealing with fire risks in communal areas (e.g. storage of combustible materials, blocking of escape routes.</li> <li>• Enhanced parking enforcement on our estates.</li> <li>• Responding to any recommendations coming from the Grenfell enquiry.</li> </ul> <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>			<p>with respect to resourcing the additional fire safety works and related costs from both reviews.</p> <p>Working party has been formulated across Neighbourhood and Housing and Regeneration to ensure implementation of the new building safety regulations is managed in a timely and efficient manner.</p>
--	---	--	--	---

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>SRCR 0036 –</b> Universal Credit <b>EXTERNAL RISK</b> <b>FUTURE &amp; FUTURE RISK</b></p>	<p>The main corporate risks which have been identified are that:</p> <p><b>Financial:</b> Universal Credit places the onus on the claimant to manage their claim and budget; this may lead to rent arrears for Council tenants and make it more difficult for the Council to recover other debts. Since COVID-19 there has been an increase in the number of tenants not paying rent and canceling direct debits (e.g. council tax).</p> <p><b>Strategic:</b> if more residents become more vulnerable because they struggle with budgeting or payments are stopped, this puts pressure on other services. The five-week wait for a first payment remains and any advanced payment has to be paid back reducing future income.</p>	<p>Finance &amp; Corporate Resources</p>		<p style="text-align: center;"></p> <p><b>December 2020-</b> Now just over two years after roll out, DWP has responded well to the surge in claims at the start of the pandemic. The continuation of furlough has provided some relief from an anticipated second surge in claims. The challenge for DWP is responding to the high number of claimants at a time when the economy is yet to recover and unemployment likely to continue to rise. The five-week wait for payment, the challenge of managing a monthly benefit and other structural issues with the benefit remain.</p> <p>Universal Credit combined six separate benefits into one: Housing benefit, income-related employment and support allowance (ESA), income-based Jobseeker's Allowance (JSA), child tax credit, working tax credit and income support. Universal Credit is administered by the DWP JCP (JobCentre Plus). Universal Credit is available to people on lower incomes in employment and is not only an unemployment benefit with around one-third of claimants in Hackney in employment. Universal Credit has been live in Hackney since March 2016 for job-seeking singles only. Universal Credit began for all new claimants in Hackney in October 2018.</p>

	<p><b>Reputational:</b> there will be an expectation that the Council helps those who are face barriers to make a claim or struggling to manage their budgets. This will be even more the case now, with COVID increasing the risk.</p>				<p>Since the pandemic started making a claim, reporting a change in circumstance and maintaining a claim has been done online or by telephone only (apart from in exceptional circumstances). Jobcentres reopened in Summer 2020 although most activity remains online. Appointments with claimants can still take place in person if there is no alternative. According to figures from DWP in October there were just over 32,000 people claiming Universal Credit in Hackney. At the start of the pandemic in March 2020 this was just over 13,700. The largest monthly increase happened between April and May 2020 increasing by 9000 people. In recent months the increase has been smaller but was still around 1000 people between September and October and increasing every month. There is a five week wait between a person making a Universal Credit claim and receipt of payment. This delay can cause significant financial hardship. Current timeliness of payment (end of October and early November 2020) which measures the number of new claims that have been paid in full and on-time is around 95% for Hackney JCP and between 94-97% for Hoxton JCP. This compares well nationally and the benchmark is around 90%. An advanced payment can be awarded but this amount is then deducted from subsequent payments reducing overall awards. DWP responded well to the surge in demand and prioritised the administration of new claims. The anticipated end of the furlough scheme at the beginning of November was likely to lead to an increase in claims but its extension to March 2021 has reduced this risk although unemployment is still expected to rise. DWP now has the challenge of responding to a much larger number of claimants at a time when the economy is still suffering and perhaps entering a second recession this year. DWP has recruited more staff to try to respond to this increase in demand.</p>
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
FR RV Impact of Universal Credit	<p>A partnership involving DWP JCP, several Council services and external partners maintains a partnership plan which identifies and addresses key risks under review. Main actions include: Close partnership working with DWP, communications with Hackney tenants, resident sustainment activity, partnership working to ensure that claimants can access the DWP funded Help to Claim service delivered by the Citizens Advice Bureau, funding the advice sector and working closely with them to meet demand.</p>	Ian Williams	Sonia Khan	30-May-2021	<p>December 2020- The Partnership has recently changed its approach to meetings. We are moving from two weekly to four weekly meetings. We will alternate between Complex Needs Forums focussed on particular issues experienced by claimants and Strategic Discussions based on particular issues relating to the effective delivery of Universal Credit. The existing plan will inform both these meetings. A set of questions to partners will be sent out shortly relating to complex needs and partnership working with JCP. These issues remain relevant now and guide discussion as well as keeping up to date with operational changes. Through partnership working we are able to support DWP and</p>

					maintain good working relationships between JCP and the wider system of support.
--	--	--	--	--	--

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p>SRCR 0033 Pensions – Poor Membership Data</p> <p>Inaccurate or Late Pay Information Supplied to Hackney Pension Fund (LGPS)/Local Pensions Partnership (LGPS)/Teachers Pensions</p> <p><b>INTERNAL RISK</b> <b>CURRENT RISK</b></p>	<p>Inaccurate payroll data supplied to the Hackney Pension Fund results in poor membership data.</p> <p>This poor administration could result in inaccurate data giving rise to financial and reputational risks. Without the correct figures and information, actuaries may be unable to set contribution rates, which could result in higher contribution rates and overall member dissatisfaction. Inaccurate benefit statements might be produced, which could mislead member decision making. Inaccurate benefits released to members based upon inaccurate pensions records.</p> <p>Potential enforcement action against the Council by the Pensions Regulator for breaches of regulations.</p>	Finance & Corporate Resources		<p style="text-align: center;"></p> <p>Reviewed December 2020 - the likelihood of this risk remains high, although has slightly reduced given improved year-end data supplied over recent years. Significant problems with the payroll data being provided by the Council in the past has meant that the quality of membership data had deteriorated, particularly since the introduction of the 2014 CARE 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, there remain problems to work through. There are still issues on providing some data, but efforts at improving and obtaining better data for reports etc have started to be more successful, hence the slight improvement. A major project aimed at producing single source interface file for the current financial year is making good progress.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
F RTP 0043 A Monitoring of membership data	Annual monitoring of membership records, valuation checks, external data validations	Jackie Moylan	Michael Honeysett; Jacqueline King	30-Dec-2020	Ongoing Dec 2020

F RTP 0043 B Contributions monitoring	Monthly monitoring of contributions to ensure that employers paying across correct contributions along with membership data being supplied	Jackie Moylan; Stuart Thorn	Michael Honeysett; Jacqueline King	30-Dec-2020	Reviewed Dec 2020 - Continued 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.	Jackie Moylan	Michael Honeysett	30-Dec-2020	Reviewed Dec 2020 - enhanced monitoring etc with implementation of new contract
F RTP 0043 D Support & Payroll development	Provision of employer support to ensure employers have the knowledge and understanding necessary to provide correct information.  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.	Jackie Moylan; Stuart Thorn	Michael Honeysett; Lucy Patchell	30-Dec-2020	Dec 20 - development of the employer portal continues with intention of being rolled out to all employees. Team is also liaising with Hackney payroll team to roll out a new contribution monitoring report. Also ensuring that Equiniti roll out the employer strategy in line with the contract.
F RTP 0043 E Payroll Data Service	Ongoing project to develop single source interface from Midland Itrent payroll to the pensions system. All stakeholders for part of the project team with oversight/project management from governance and benefits advisers, Aon	Jackie Moylan; Stuart Thorn	Michael Honeysett; Lucy Patchell	30-Dec-2020	Dec 2020 - Aim for test file to be produced pre - Christmas with final interface live by April 2020 in order to provide annual data for ABS 2021

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0035 –</b> Setting up Council owned companies  <b>INTERNAL RISK</b> <b>FUTURE RISK</b>	<p>The Council has been 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>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Neighbourhoods & Housing		<div style="text-align: center;">↔</div> <p><b>December 2020</b> - 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. The energy company, Hackney Light and Power, was properly launched at the beginning of November 2019, promising some great future benefits for the Borough.</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.
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0035a-</b> Setting up Council Owned Companies	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.	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza		31 Dec - 2020	December 2020 – Hackney Light and Power is up and running, and so far has been a successful launch.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<b>SRCR 0036</b> Insourcing  <b>INTERNAL RISK</b> <b>FUTURE RISK</b>	<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>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Neighbourhoods & Housing		<p>December 2020 - Contracts have been brought back in house in the past and in recent years in areas like Housing Benefit, Waste, Internal Audit and Payroll. The latest example is the parking enforcement contract which is being brought in-house when the current (outsourced) contract expires in March 2022. Also some internal cleaning contracts.</p> <p>In order to provide further assurance to Audit Committee about the Council's approach to Insourcing, a 'deep dive' was recently carried out (overseen by the Chair of the Audit Committee) into various elements of the approach and guidance papers, and this was signed off at the Committee meeting in April 2020, and distributed to all relevant parties.</p>	
Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0036a</b> Insourcing – approach.	The Council has produced a Guidance Paper that will ensure that before it makes a decision, questions will be asked under five key	Tim Shields; Ian Williams; Ajman	Rotimi Ajilore	31 Dec - 2020	December 2020 - this was newly escalated to the Corporate register



	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.	Ali; Anne Canning; Denise D'Souza			in January 2020. The guidance paper is currently being reviewed.
--	---	-----------------------------------	--	--	--

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>SRCR 0039</b> Climate Change / Climate Emergency <b>EXTERNAL RISK</b> <b>CURRENT &amp; FUTURE RISK</b>	The Council fails to meet its own commitments to take constructive steps to tackle the climate emergency. The expectation of change required (conducting extensive work on decarbonisation) may not be matched by the available capital. This could be as a result of overly ambitious targets, a lack of overall awareness or 'buy in' to the concept or a lack of resources to proactively bring about change. Without a coordinated response, the task will be more difficult. Failure to achieve positive change would have reputational impacts but most importantly would contribute negatively to the continued emergency in climate matters, both within our local community and the world at large.	Neighbourhoods & Housing leading (but applying to all Directorates)		December 2020 - The Mayor's climate emergency declaration occurred in February 2019, and Hackney councillors subsequently approved a motion to do 'everything within the Council's power' to deliver net zero emissions across its functions by 2040, ten years earlier than the target set by the Government, and in line with the Intergovernmental Panel on Climate Change's higher confidence threshold for limiting global warming to 1.5C above pre-industrial revolution average. The recent creation of Hackney Light and Power is another step towards fulfilling these targets by committing to providing renewable energy. Ambitious initiatives have been ongoing with regards to making streets more cycle friendly and dissuade people from driving unnecessarily.  It was in April 2020, that the Council was able to announce that all of its electricity is now supplied from renewable sources (wind and solar power), and delivered through Hackney Light and Power. In early December 2020, the Council released a draft version of an action plan to improve air quality in the borough.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>SRCR 0039a</b> Councillors have approved motion committing to a series of actions	Council commitment: - To tell the truth about the climate emergency we face, and pursue its declaration of a climate emergency with the utmost seriousness and urgency. - Pledge to do everything within the Council's power to deliver against the stretching targets set by the IPCC'S October 2018 1.50C Report, across the local authority's full range of functions, including a 45% reduction in emissions against 2010 levels by 2030 and net zero emissions by 2040, and seeking opportunities to make a greater contribution. - Call on the UK Government to provide powers and resources to make	Tim Shields; Ian Williams; Ajman Ali; Anne Canning; Denise D'Souza		Ongoing	December 2020 - these are ongoing commitments but essential to adhere to in order to comply with ambitious targets. The Council are resolved to follow this. From a political level, these actions are being strongly supported by Members.

	<p>the 2030 and 2040 targets possible.</p> <ul style="list-style-type: none"> <li>- Actively campaign to change national policy where failure to tackle the challenge of heating our homes without fossil fuels, fossil fuel subsidies, insufficient carbon taxation, road-building, and airports expansion, for example, has actively undermined decarbonisation and promoted unsustainable growth.</li> <li>- Support the campaign to create a just transition for workers and users and be part of the creation nationally of a million public sector climate jobs with particular reference to extending sustainable accessible and integrated public transport, retrofitting housing stock, energy democracy, heating and cooling from renewable energy and eco build, food and waste.</li> <li>- Involve, support and enable residents, businesses and community groups to accelerate the shift to a zero carbon world, working closely with them to establish and implement successful policies, approaches and technologies that reduce emissions across our economy while also improving the health and wellbeing of our citizens.</li> <li>- Produce an annual update to Full Council on the progress made against the Council's decarbonisation commitments, and conduct an annual Citizens Assembly comprised of a representative group of local residents to allow for effective public scrutiny the Council's progress and to explore solutions to the challenges posed by global warming.</li> <li>- Work with other local governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less</li> </ul>				
<p><b>SRCR 0039b</b> Hackney Light and Power.</p>	<p>Hackney Light and Power will support the Council to meet declared target and become zero-net carbon borough by 2040.</p> <p>To maximise carbon emission reduction the company will:</p> <ul style="list-style-type: none"> <li>deliver the Green Homes Program – the first borough wide thermal efficiency housing program in London</li> <li>support the installation of innovating renewable heating measure</li> <li>support the rolling out of electric vehicle charging points</li> <li>supply the grid with green energy</li> <li>reduce fuel poverty</li> <li>improve residents' health and well being</li> <li>promote an inclusive economy and contribute to the nationwide green agenda</li> <li>help make Hackney a sustainable, green borough</li> </ul>	<p>Corporate Directors</p>		<p>Ongoing</p>	<p>Hackney Light and Power was officially unveiled as a publicly-owned energy services company on November 1st (2019).</p> <p>From the off, the primary objective of the company is to help deliver the ambitious decarbonisation pledges included in its climate emergency motion. At the launch of this, Cllr Burke commented:</p> <p>" We have already delivered 50% renewable electricity for the Council and many local schools' needs on 1 April, and will switch to 100% in 2020; we're establishing a publicly-owned clean energy company that will turn Hackney into a renewables power station; we are rapidly decarbonising the Council fleet of vehicles and addressing land transport sector emissions; we're decarbonising the built environment through changes to the planning system; we're investing extensively in green infrastructure to derive a wide variety of environmental benefits, from cooler streets to enhanced biodiversity; we're creating a model for drastically limiting the use of petrochemical plastics; and we're investing heavily in our waste service to reduce resource consumption and increase recycling. "</p>

<b>SRCR 0039c</b> Communication	Communication is key, with the Council getting the correct message out both internally and externally	Comms			December 2020 - There has already been lots of coverage in local papers and online about Hackney's progress. During the Coronavirus crisis, there has been the opportunity to close roads and convert more space for cyclists and pedestrians.
<b>SRCR 0039d</b> Cross Council involvement at all levels	Across all Divisions / services, any service plans or overall strategic documents need to pick up on this ongoing challenge and commitment. Any new projects / directives / initiatives need to consider climate change and our approach to it, in determining how to carry out work. Evidence of this happened can be seen within the Fleet services and the ongoing work with the NLWA.	Needs to be cascaded down from HMT to become normal practice.		Ongoing	This will become embedded as part of standard processes in the future. The Environmental Sustainability Board is meeting regularly to support the Council's approach here.