Hackney Corporate Risk Register June 2022

Report Type: Risks Report

Generated on: 3 May 2022

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0042 – Cost of living crisis ***EXTERNAL RISK CURRENT RISK***	Pressures on the Council, households and businesses tighten further as the cost of living crisis intensifies, resulting in widespread financial challenges and deprivation throughout the community. This will particularly impact on those who were already in poverty (36% of households, 48% of households with children), as their situation becomes even more entrenched.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		**NEW Risk** May 2022 - living standards (as measured by disposable household incomes adjusted for inflation) are expected to drop by 2.2% this year, which would be their largest fall since records began in 1956. The OBR also stated that rising prices and tax increases mean living standards will not recover to their pre-pandemic level until 2024-25. MTFP includes inflationary assumptions which may not be sufficient given updated forecasts. Although this is new to this register as a distinct risk, most elements within have previously featured amongst other risks (eg - economic downturn risk).

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0042a – Inflationary pressures- Council (revenue)	Review and update assumptions in the medium term financial plan (MTFP) regarding price inflation and impact of cost of living on residents' ability to pay.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Jackie Moylan	July - 2022	May 2022- Budget gap may increase as result of rising inflationary pressures requiring further savings to be made including possibly in-year 2022/23.

SRCR 0042b - Inflationary pressures - Council (capital)	Gateway processes in major project delivery robustly challenges affordability in the context of rising construction inflation	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Ian Williams	Ongoing	May 2022- This control is currently managed at project board level, but consideration is to be given to major projects delivery function to improve corporate oversight and consistency in delivery of significant capital projects.
SRCR 0042c - Inflationary pressures - Supporting Residents	Build and implement a single income maximisation service which is proactive and streamlined from the residents' perspective.	Ian Williams	Rob Miller/ Jennifer Wynter	May 23	Poverty reduction, building an inclusive economy and homelessness reduction are three of the Council's cross-cutting strategic priorities. There are many teams who have the resources and duties to deliver on these objectives for our residents, but too often the journey for residents is fractured and complex. For example, this audit of discretionary or emergency hardship schemes found: ● Nine different formal discretionary or emergency hardship schemes ● Ten other types of support available to residents in crisis Work has started on a project to build a single income maximisation service where we could use data and resources to effectively reduce poverty and prevent homelessness. The project team has been stood up and will run for 6-12 months, testing and trialling the following: ● **A single point of entry,** where residents would only have to apply once to be considered for a range of financial support schemes. ● Use of our systems and data to **prompt proactive offers** of financial support, rather than waiting for residents to come to us. For example, targeting residents when they begin a Hackney Homes tenancy and likely need support with furniture costs; homlessness presentations; change in circumstances or significant benefits shortfalls ● **Reduction in evidence threshold** for applications to funds, or switch to using data we already hold rather than asking residents to resubmit ● **Simple multi-agency models** to provide holistic support to residents receiving financial support

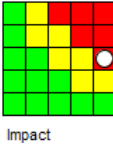|					
					Income maximisation through encouragement of wider benefits take up, as well as money management advice - Use of key tools such as Single View to understand whole picture, Here to Help to record case histories, and the story mapper template.
SRCR 0042d inflationary pressures - Supporting Residents	Implement priority 3 of the poverty reduction framework adopted in March 2022 which has three priorities: 1. Prevention, early years and early help 2. Tackling low wages and cost of living 3. Responding to the material needs of poverty	Mark Carroll, Ian Williams	Sonia Khan	May 23	In addition to the actions identified above under income maximisation the following actions are being progressed. Developing the Community Partnership Network to support community organisations to work in partnership to most effectively support residents to meet their material needs. Work in partnership with local DWP and others to deliver Universal Credit as effectively as possible for all claimants From 2022/23, spend a greater share of the Community Grants budget, £1m out of a £2.5m budget on independent benefits, debt and housing advice. Continue to develop and improve advice services, joining up with income maximisation actions outlined above.
SRCR 0042e - Inflationary pressures - Supporting Residents & Businesses	Management of relief and discounts available to residents and businesses inc Council Tax Rebate and business rates relief. Proactive signposting to additional financial support that is available. Recovery action that encourages payment and works with residents and business to create sustainable payment plans.	Ian Williams	Rob Miller/Neil Clarke		- Review guidance issued with bills and council website to ensure its clear to residents / businesses what reductions that they are entitled to from their council tax and business rates bills - Staff training to ensure all staff including F2F, Customer services and revenues staff understand what additional support is available to residents and businesses and are able to signpost accordingly

					- Promote and make access available to all to maximise take-up of the council tax rebate. - Revenue staff to work with residents and businesses to establish affordable payment plans - Recovery when undertaken - work with residents and businesses to avoid where possible actions that increase the debt - ie court and enforcement agent action
SRCR 0042f - Inflationary pressures - Supporting businesses	Promote and signpost financial relief and support available to local businesses, promote access to affordable workspace in the borough, and promote access to business income and investment opportunities via the Hackney Business network and other business focused channels and forums.	Mark Carroll pending arrival of new GD	Stephen Haynes, Suzanne Johnson	Ongoing	- Hackney Business Network website is established and provides up to date advice and guidance to businesses. Regular newsletters are also issued to businesses on the network with updates on business support available. - The Hackney Business Support programme for 2022/2023 is providing access to business support and funding for local businesses via both Council and externally run and managed programmes (Allia business support programmes, Newable Adapt Your Business programme. High Streets and Town Centres Fund, and Hackney Central Impact and Ideas Fund).

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0040 Pandemic (COVID-19) *EXTERNAL RISK FUTURE RISK*	The fall-out from the COVID-19 pandemic continues to persist (with the potential of further waves, new strains and uncertainty about the exact future impact of long COVID) having an undeniably damaging impact on the local area, both in the community and amongst staff within the Council. Also, if people remain within the local community who are not vaccinated or fail to adhere to health guidelines, there are further risks of the pandemic persisting, as well as the natural waning of the vaccine's immunity.	Cross Council		**May 2022** The nature of the virus and its impacts have been constantly changing, and the situation (as of May 2022) is a clear improvement on one year ago. The sudden emergence of Omicron in late November

| | This would continue to place a 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 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, 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). There would also be a risk of continuing backlogs across Services (compounded by the Cyberattack of Oct 2020)

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.

COVID-19 continues to impact on international economies affecting future funding opportunities and causing stock market turbulence which could have problematic implications for pensions (although most recent figures are encouraging). Most of these things are also being worsened by the situation in Ukraine. | | | 2021 in South Africa introduced new threats, but ultimately the situation was managed well globally and didn't escalate as problematically as some earlier waves. Overall statistics still suggest problems are persisting nationally, although rates of deaths and hospital admissions are clearly down - a reflection of the UK's high vaccine rates, which enables a slight improvement in the (still high) overall risk assessment.

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). Within Hackney specifically, there have also been lower than expected take ups of the Vaccine (in the range of 100,000 still not vaccinated in a population of nearly 300,000), for an array of reasons including mistrust in the government and politics, ethical objections and fear of the side effects of the vaccine. Public Health are continuing to diligently tackle these objections.

At the Council, where possible, most Officers are now returning to a hybrid approach to work, with 40% of time spent in the office. Considerable numbers of staff were deployed in slightly different roles to support the demands of different services, but almost all have now returned to their substantive posts.

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. |
| | | | | |

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0039 Pandemic - Business Continuity / GOLD / SILVER meetings / Contract Management / HR	The BECC (Borough Emergency Control Centre) and the internal Covid GOLD groups were both essential in coordinating all critical activities that might support the Council's response. Both were stood down in recent months, but are ready to be started up again whenever required.Senior management receive regular briefings about all developments and advice from the appropriate teams.	Senior Officers, advised and directed by Business Continuity	Cross Council	July 2022	May 2022 - Controls are in place and ongoing. In many areas of Hackney life is returning back to a 'pre-Covid' state, but there remain areas of concern. Impacts of this risk also cross over into other areas, particularly financial, with overlaps

	Also, essential service obligations to residents are met by targeted communications(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. The BCPs ensure service delivery can continue effectively in the light of 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) meetings are on standby to be convened more regularly if the crisis escalates again. Corporate Resilience meetings have been occurring throughout the last 18 months providing transparent leadership and guidance on the Council's overall resilience. In terms of the supply chain, Contract managers have been 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. 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. Another control being used is for 'non-essential' (non-frontline) staff to be redeployed for temporary periods of time. This is at the discretion of HMT and assisting services with particularly high workloads in the aftermath of COVID. (eg Business Grant Applications). This has now slowed down as work starts to return to normal. HR have drafted 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. This will be applicable if the situation worsens again. Public Health have been continuing a targeted and comprehensive campaign to address any concerns that Hackney citizens have about taking up the vaccine.				relating to the current cost of living crisis. During the pandemic, the Council was able to provide multi-layered support to Council tenants and private renters. 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 (in October 2021 Spending Review, it was confirmed £4.8 billion of grant funding would be available to local government over the next three years; an equivalent of £1.6 billion a year.) This would be shared amongst Councils however and not solve the overall problems of funding difficulties and shortfalls in Councils across the country.

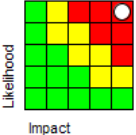| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0041 Risks arising from the (October 2020) Cyberattack *INTERNAL RISK FUTURE RISK*	In the aftermath of the cyberattack (October 2020) on the Council's legacy internally hosted systems, there are continued impacts on services where work to recover systems and data is not yet complete (potentially heightened by the ongoing pandemic). Substantial progress has been made with investigation and recovery, but this is still expected to take a significant period of time (at least many months). This presents significant risks in terms of service delivery and the ability of the Council's staff to carry out their roles in full. Data stolen by the attackers was published to the dark web in early January 2021, which presents a further risk. 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.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		**May 2022** No substantive change to the risk. Further progress has been made with the recovery - services are now operational although some workaround processes remain while recovery / rebuild of systems continues. The Council has been continuing over the last 18 months to progress the recovery of the systems and data that were affected by the cyberattack of October 2020. While there remains work to fully restore all services, progress has been made across all of the Council's recovery priorities. As recovery of systems and data continues, the Council's ICT team and service teams are working closely together to coordinate the planning and delivery of service recovery. In some of the affected service areas the recovery work to process operational backlogs is expected to continue for many months. Work is continuing to respond to the publication of stolen data in January 2021. The Council is continuing to cooperate closely with the Information Commissioner's Office to support their investigation into the attack.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0041a 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.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Rob Miller	July - 2022	**May 2022** No substantive change to the risk. Further progress has been made with recovery - services are now operational although some workaround processes remain while recovery / rebuild of systems continues. The recovery work has been continuing in line with the priorities set by Cyber Gold. The most critical services are: ● Mosaic (social care) ● Academy (benefits and revenues) ● M3 (Planning and land charges)

					● Housing (delivery of modern digital tools to replace the legacy system) In all cases progress has been made, but due to the severe and complex nature of the attack there is still further work needed to fully recover services. In some cases (eg Revenues and Benefits processing) system recovery work is sufficiently progressed that service teams are now able to progress the work to address backlogs that have accumulated as a result of the attack. In other services (eg social care) service teams have access to core data that has been recovered but do not yet have access to the full set of functions required to operate normally. There are some data sets where recovery work is still subject to technical investigation, so timelines for recovery are not yet clear.
SRCR 0041b Service continuity	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. 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.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Aled Richards / James Groom	July - 2022	May 2022 Cyber Gold has now been stood down and further coordination is led by the Corporate Leadership Team / directorate leadership teams. Fortnightly briefings for Council Silver officers continue.
SRCR 0041c 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, including tools developed using the Amazon Web Services cloud platform and Google Workplace.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Rob Miller	July - 2022	May 2022 - no substantive change to this control. The ongoing recovery work continues to include significant progress to recover data onto modern cloud technologies (which in many cases present a faster route to recovery and supports delivery of the Council's longer term strategy for technology and data). This includes migrating recovered data onto new cloud based systems which were already in progress, procurement of cloud based systems to replace legacy systems, and development of modern digital tools where that presents the best strategic fit.
SRCR 0041d Communication to residents and staff	Many services that residents depend on have been impacted by the attack.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	David Hardiman	July - 2022	Each service area is responsible for taking the lead on communicating impacts and change to their services. The Council's communications team are providing support to services in developing their proactive and reactive comms plans. A review of service status updates and communications has been in progress to ensure that accurate and relevant information is provided to residents.

Risk Title	Description of Risk	Directorate		Current Risk Matrix	Risk - Latest Note
					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. Fortnightly 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 updates on progress and key cyber updates as part of internal communications to all staff.
SRCR 0041e Security of recovery work	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. 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.	Ian Williams	Rob Miller	March - 2022	**May 2022 -** no change. Following the cyberattack we have been working to recover our services to the cloud (inc vendor hosting and public cloud). We are currently working to decommission our legacy datacentre environment and will be operating a fully cloud environment once this completes. The recovery work is being supported by careful security assessment (inc pen-tests) as we deploy new services, and in parallel to the recovery work our security assurance workstream is establishing our policies and processes for ongoing management and assurance of our systems and data. This includes compliance with NCSC guidance and other required standards.
SRCR 0041f Data exfiltration risk	Alongside the significant disruption to the Council's services, data stolen by the attackers was published on the dark web in early January 2021. This presents a risk that the Council will need to control against for an extended period of time (years), and a data response team has been established.	Ian Williams	Rob Miller	Ongoing	**May 2022 - ongoing.** The Council has established a data response team to manage the ongoing mitigation of risks relating to the theft of data and support services in their response. This work is continuing in line with the risk mitigation plans that have been developed.

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

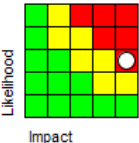|				
SRCR 0001 National and International Economic Downturn ***EXTERNAL RISK*** ***CURRENT &*** ***FUTURE RISK***	There is an ongoing risk to the Council's finances arising from measures that the Government are continuing to take. This is now being compounded by the effects of the pandemic and the cost of living crisis. COVID-19 expenditure has significantly reduced the flexibility and resilience of the Council's financial position and this has now been exacerbated by the Cyberattack. 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. London boroughs Core Spending Power will be c.19% (£2.2bn) lower than 2010-11 by 2024-25 in real terms. This poses a risk that as a result of reductions made to services and overall funding, the quality and outcome of work impacts adversely on stakeholders, leading to local dissatisfaction and damage to the Council's reputation. Tighter finances result in less capital, repossessions, and potential developments frozen, affecting potential economic development and social infrastructure. This all contributes to a risk of real poverty and inequality emerging in areas of the Borough.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy	Likelihood / Impact (risk matrix)	**May 2022** 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. Pressures arising from COVID-19 in 2021/22 within service areas are estimated at over £7million, through a combination of reduced income (commercial income, fees and charges etc) and increased expenditure. In addition to this there is also an impact on collection levels in respect of Council Tax, NNDR and Housing Rents, although it is difficult to discern the impact of Covid from the impact of the cyber attack here. For 2021-22, Central government has provided £11m from the Emergency Fund. There is no Collection Fund compensation scheme for 2021/22 and the accrued loss of income in respect of NNDR and Council Tax will impact on 2022/23 with NNDR losses in part mitigated by grant in respect of reliefs granted to businesses. We also submitted and have received our final Sales, Fees & Charge claim for this Covid-support scheme which ended after the first quarter of 2021/22 although income is still impacted by Covid beyond this point. The **Fair Funding Review** was, at the last review of this risk, a significant factor from 2022/23 onwards. In light of the pandemic, its implementation will not occur before 2023/24. This review will affect how funding is allocated and redistributed between local authorities in the future and should take account of the 'new normal' following Covid. It is anticipated that the Council will be a net loser on the basis of proposals that were previously proposed. It must also be recognised that the likely delay to Fair Funding will make robust medium term financial planning extremely difficult. Despite the fact Brexit was finally agreed, there still remain financial risks with regards to supply chains and how the economy in general adjusts to this new situation. 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. Over the period 2010/11 to 2018/19 the Council's core Government funding shrunk from £310m to £180m – and by 2022/23 it is £170m - an overall cut of 45%. All these points illustrate the undeniably challenging financial predicament of the Council, which is potentially more challenging given the ongoing impact of the pandemic and other inflationary pressures. The latest MTFP (published as part of the 2022-23 Budget report) estimates that there will be a gap of £22.1m in 2023-23, a further gap of £17.5m in 2024-25 and a further gap of £13.6m in 2025/26. However this must be regarded as an Illustrative forecast only because of uncertainties regarding future external funding and the ongoing impact of Covid and the cyber attack.

| | | | | Clearly, the one year settlement for 2022/23 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 been maintained at the maximum. |
| | | | | |

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0001B National and International Economic Downturn	There is a need to ensure that the Medium Term Financial Plan accurately reflects best estimates of future funding levels. Financial planning will be constantly diligent and reflect the changing circumstances of budgets available. Also, controls from other related risks are relevant, e.g. Regeneration projects and Recruitment and Retention [increasing access routes into the Council's employ].	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Ian Williams	February 2023	May 2022 - action ongoing - The MTFP was refreshed and presented as part of the 2022-23 Budget report with the indicative impact of the Fair Funding Review for 2023/24 being built into the Council's forecasts. This will be further refreshed in Summer 2022 with particular regard to ongoing inflationary pressures (see Risk SRCR 0042)
SRCR 0001A National and International Economic Downturn	Whilst the overall risk is external and largely beyond control of the Council, there is a clear need to identify, implement, monitor and resource the delivery of significant reductions in expenditure and to ensure the services that continue to be provided are resourced adequately. Also, Officers' advice to members needs to be explicitly clear as to what can and cannot be delivered including the organisations ability to deliver and implement the commitments contained within the local manifesto.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Ian Williams	February 2023	May 2022 - action ongoing. The budget for 2022/23 was developed in the context of MTFP forecasts and approved by Council in March. Going forward the Council's Transformation Programme will provide the framework through which budget proposals will developed to ensure financial sustainability and to deliver against the Council's Corporate Plan and MTFP from 2023/24. This will not offer straightforward solutions, however, and it is anticipated that difficult decisions will still need to be taken.
SRCR 0001D National and International Economic Downturn	Savings proposals were developed and agreed with members in order to bridge the forecast reduction in resources in 2021/22 and subsequent financial years. At the same time, the capital programme is subject to review to ensure that available resources are used to deliver Council priorities. Several measures, including numerous restructures, have been used to reduce overall expenditure levels across the Council. There are also continuing efforts at seeking ways to generate additional income, for example in the use of Corporate Estates for events /major regeneration and building projects / changes in service delivery models etc. This is already resulting in considerable savings to help mitigate the risk of funding cuts.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Ian Williams	February 2023	May 2022 - ongoing, as noted above regarding savings for future years. Savings agreed as part of budget setting for 2022/23 will be monitored as part of the OFP. The Capital Management Review is nearing its conclusion. A key feature of the review is to ensure that the capital strategy remains aligned with the Council's priorities through revised governance and approval processes and that the capital programme is affordable in terms of capital resources available and the impact on revenue budgets through clear links through to the MTFP.
SRCR 0001E 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	Mark Carroll; Ian Williams; Jacqui Burke;	Ian Williams	February 2023	May 2022 - 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

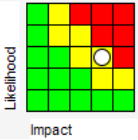| | | Helen Woodland | | | commercialisation across the organisation, although there are specific examples where commercial activity and projects are in progress or being considered. Examples include those where Council owned property have been leased out to third parties and the commercial waste company which was established at the end of 2021. Opportunities will be considered further as part of the Transformation Programme referred to above where a specific workstream around income generation is proposed. The Council does need to ensure it operates within the context of the limits on commercial investment which follows the revised Prudential Code. |
| opportunities to protect the Council against cuts in other areas. | | | | | |

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0002 Management of Capital Programmes / Schemes *EXTERNAL RISK FUTURE RISK*	From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council moves from a debt free position and become more vulnerable to changes in the market (potential volatility of the housing market affecting sales volumes / value and increasing building costs as a result of weaker GBP against other currencies). This could lead to financial pressures as unexpected costs of borrowing would be incurred. Additionally, Major Capital Schemes may not be managed or targeted effectively to maximise use of resources available and ensure delivery according to expectations. This poses a risk to the successful completion of such schemes, incurring losses and dissatisfied stakeholders.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy	Likelihood / Impact	**May 2022** - This risk is ongoing and intensifying somewhat in light of the quantity of high level programmes across the Council. Particularly in regards to property development, the ambitious capital programme requires forward funding, pending future sales of private residential units on completion of regeneration and other mixed use development schemes. In terms of this financial year, the capital programme for 2022/23 is currently £244.3m (non-Housing schemes totalling £120.3m and Housing schemes totalling £124m). A commitment to building affordable homes is part of the Mayor's priorities, so multiple building projects will be required to achieve this. The plans for Britannia 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 construction specialist cost advice and financial viability advice for the project. This has meant that phase one (the school and leisure centre) have been delivered on budget. This approach will continue for phase two of the project, 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.

					This risk has remained the same since the last period as there are no major changes to the project profile.
Control Title	**Control Description**	**Lead Responsible Officer(s)**	**Service Manager**	**Due Date**	**Control - Latest Note**
SRCR 0002A Management of Capital Programmes / Schemes	All capital schemes are subject to review via the capital budget monitoring process. Slippages can be identified via this process and appropriate action taken. Following the Audit Committee Deep Dive, services have agreed to a target spend versus profile. The quarterly monitoring that is included in the regular Overall Financial Position (OFP) Report to Cabinet is also included in performance review report to Audit Committee.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Jackie Moylan	Feb - 2023	May 2022 - The forecast position for the 2021/22 budget is £156.8m compared to a revised budget of £166.4m and original budget of £236m. Capital budget profiling is a focus as it informs treasury decisions, and actuals v budget are being reported to Audit Committee accordingly. The most recent report (April 2022) noted delays in the 2021/22 programme driven by three main factors - namely construction inflation, the ongoing impact of the pandemic and external decisions (e.g. S77 re Britannia) The capital budget for 2022/23 is £244.3m (Non-Housing budget £120.3m and Housing budget (£124m). We anticipate that construction inflation will remain a major factor in the deliverability of large elements of the programme which will result in further slippage.
SRCR 0002B Management of Major Capital Schemes	Major schemes are managed via project boards to ensure appropriate actions are taken to ensure delivery of scheme to expected standards.	Mark Carroll; Ian Williams; Ajman Ali; Jacqui Burke; Helen Woodland	Jackie Moylan	Feb - 2023	May 2022 - Governance for major projects include next step gateway processes which ensure affordability of projects are subject to periodic review which is a significant risk in a time of high construction inflation.
SRCR 0002C Management of Major Capital Schemes	The Capital programme is currently subject to overall review in order to reduce the overall call on available resources and to ensure their use is prioritised in line with member decisions.	Mark Carroll; Ian Williams; Ajman Ali; Jacqui Burke; Helen Woodland	Jackie Moylan	Feb - 2023	May 2022 - The Capital Management Review is nearing its conclusion. A key feature of the review is to ensure that the capital strategy remains aligned with the Council's priorities through revised governance and approval processes and that the capital programme is affordable in terms of capital resources available and the impact on revenue budgets through clear links through to the MTFP.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0010 Pension Fund *EXTERNAL RISK CURRENT & FUTURE RISK*	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 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 and other employers in the Fund via increased employer's pension contributions.	Finance & Corporate Resources	 Likelihood / Impact	May 2022 - In the immediate aftermath of COVID-19 stock markets crashed and investments almost everywhere went down, although they quickly recovered and continue to generally increase in value. 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 and we are confident that it is robust. 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, a review of which is underway in conjunction with the 2022 actuarial valuation. We remain committed to the Fund's policy to reduce exposure to carbon reserves and greater focus on ESG matters. The likelihood of this risk occurring remains relatively high, given the ongoing volatile 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. 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 has committed to transfer further 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 process continues to be managed carefully, although the overall aim is to make efficiencies in investment costs. The refreshed investment strategy will result in further pooling of the Fund's investment assets.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0010D Pension Fund	The funding of the Pension Fund liabilities continues to be monitored closely and the Fund seeks to mitigate systemic risk through a diversified portfolio of asset classes but it is not possible to make specific provision for all possible eventualities that may arise under this heading. Rebalancing arrangements are in place to ensure the Fund's "actual allocation" does not deviate substantially	Ian Williams	Jackie Moylan; Rachel Cowburn	February 2023	Updated May 2022 - ongoing.

|				
	from its target. The Fund invests in a range of investment mandates each of which has a defined objective, performance benchmark and manager process which, taken in aggregate, help reduce the Fund's asset concentration risk.			
FRFSV 0052D Knowledge and Skills	Ensuring those charged with governance of the Fund and for managing the day to day operations have the requisite knowledge and skills to make informed decisions when managing the funding position. Regarding proposed changes, all consultations and guidance from the Government are being monitored, and responded to where appropriate.	Ian Williams	Jackie Moylan; Rachel Cowburn	February 2023	A revised CIPFA framework has been issued and an updated Council Policy was agreed at Pensions Committee in November 2021. An updated training programme will follow an audit against this new policy in the new administration - May 2022
FRFSV 0053B Pension - Valuation Monitoring	Triennial Valuation assesses the funding position, intervaluation monitoring ensures that movements in the Funding position can be assessed and strategies to manage any deterioration/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.	Ian Williams	Jackie Moylan; Rachel Cowburn	early 2023	Reviewed May 2022 – ongoing.The triennial valuation as at 31st March 2022 is currently underway. This is a complex process which will not conclude until the end of 2022/23 and the timeframes have been set out for Pensions Committee.
FRFSV 0053C Identifying the external risk factors that affect the funding position	Identifying the various risk factors, asset/liability, investment, longevity, interest rates, inflation, liquidity, etc and how the interaction of these impacts on the funding position and adapting the strategy and business plans to manage these 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.	Ian Williams	Jackie Moylan; Rachel Cowburn	early 2023	Updated May 2022 - All these factors will be reflected in the triennial valuation process.
FRFSV 0042D Appropriate levels of knowledge and skills to make decisions	Use of external advisers to assist in making investment decisions and ensuring that decision takers understand the investments of the fund. There is ongoing monitoring of financial markets and close communication with Pension Fund Investment managers/consultants.	Ian Williams	Jackie Moylan; Rachel Cowburn	February 2023	Updated May 2022 - ongoing. Detailed reports are considered at Pensions Committee at regular intervals providing them with the assurance that risks are being managed.
FRFSV 0042E 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.	Ian Williams	Jackie Moylan; Rachel Cowburn	February 2023	May 2022 – Planning for transition is considered as part of the Investment Strategy development to ensure assets

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
	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.			are transitioned efficiently and within the required timeframes.

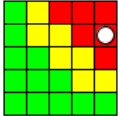| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0013 Impact of New Legislation *EXTERNAL RISK FUTURE RISK*	The Council may not be able to respond to external influences on legislation and updated policies, thus risking the efficiency and effectiveness of service 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. 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. 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 and pressure on the vulnerable (potentially resulting in homelessness). 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.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		**May 2022** –The latest Queen's speech was delivered in May 2022, and contained 38 bills including ones on schools, data and procurement (the latter two linked to leaving the EU). The Homelessness Reduction Act (April 2018), GDPR (May 2018), the Care Act (2014), The Housing and Planning Act 2016 and the Environment Bill (2021) are all further examples of recent legislation having a significant impact on the demands to the services of the Council. With the 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. Regarding the Housing and Planning Act (2016), the HRA debt cap has now been lifted, the forced sale of council houses removed – 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. 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.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0013 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.	Mark Carroll	Dawn Carter-McDonald	Sept 2022	May 2022 - ongoing. A specific example of this would be within Housing, where the Senior Officers have been continually carrying out detailed analysis regarding the likely impact of new (Housing) policies, both internally and with other boroughs and representative organisations. Individually and with other boroughs, the Council continues to respond to policies in order to mitigate the adverse effects of these policies. 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 impacts on the Council and residents. The Building Safety Bill (issued 20/7/20) and new energy regulations both constitute new legislation to get to grips with.

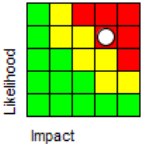| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0018 Workforce & Skills *INTERNAL RISK FUTURE RISK*	Two years on from the start of the Covid pandemic, and the implementation of future workplace programmes could lead to staff feeling disengaged and unsupported, lack of cohesion within hybrid teams, disproportionate impacts on some groups of staff, and growing perceived disparities between fieldbased and office/home based staff. Staff working remotely for the majority of their time could feel excluded from development opportunities. Ongoing uncertainty around the pandemic situation could lead to organisational drift. Additionally, 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	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		May 2022 – The ongoing pandemic 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 and this would be a challenge to technology. Happily, most risks related to this have not materialised. However, the adaptation towards a (flexible) return to work may now present new challenges. As of May 2022, most teams are looking to return to a hybrid approach to work, of two days in the office and the rest home working. The Cyberattack in October 2020 added a new level of challenges to this risk, which have been worked through over the last year with ongoing workstreams to ensure all services can return to running as normal. Significant backlogs do remain however.

	cost effective services, this also risks Hackney failing to meet residents' expectations of the Council's services. 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 and significant senior leadership change may cause temporary loss in efficiency as officers are unsure of how new reporting arrangements, responsibilities and service provisions are put into practice. Knowledge could be lost with a large number of experienced staff taking redundancies. An additional organisational risk in this area is around the modernisation agenda and a need for the workforce to adapt and 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.			There has been notable change within the Senior Leadership at the Council in 2021. The latest 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. The latest Staff Engagement Survey has just been completed, and the results shared with all staff. Overall, the results illustrate generally positive feedback from staff, but all areas are being analysed, with CLT pledging to take all issues on board. Also, March 2022, saw the completion of the latest Future Ways of Working survey, with very useful feedback helping this become a genuinely two-way process.
Control Title	**Control Description**	**Lead Responsible Officer(s)**	**Service Manager**	**Due Date**	**Control - Latest Note**
SRCR 0018 a Workforce & Skills	Investing in staff skills and digital leadership across all services Ensuring that the Council has a joined up approach to workplace - designing technology, workspace, policy and practice to ensure that these come together cohesively to support maximisation of these opportunities. The Council is piloting training for all managers with home/office staff to help them gain the skills to effectively manage a hybrid workforce. 65 managers took part in the pilot in Sept/Oct 21 with the aim to use their feedback further adapt and tailor the course content for Hackney and deliver organisation wide. An organisation wide staff survey is currently underway to test staff engagement/morale/infomed levels. Data will be provided at Directorate and Dept level and support provided for Directors to shape action plans. Regular staff insight work has been carried out throughout the pandemic and has shaped the organisational response and future workforce plans. The workforce strategy has been updated in the light of the pandemic.	Mark Carroll, Ian Williams	Stuart Thorn, Rob Miller, Polly Cziok	July 2022	May 2022 - Updated and ongoing.

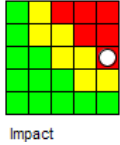|				
SRCR 0018 b Workforce & Skills	There are detailed HR procedures and processes to deal with all relevant areas (including problems/instability created by restructures) and these are carefully adhered to by teams involved. All communication is regular and carefully considered. Staff are well supported in adapting to new ways of working (whether from an IT or HR perspective).	Mark Carroll, Ian Williams	Stuart Thorn,	July 2022	May 2022– these controls are in place and continuing. Detailed guidance was drafted in March 2020 to provide staff with detailed instructions and special dispensations (if required) during the Coronavirus crisis. These have been consistently updated since then to reflect the latest position. Most recent guidance in Spring 2022, points towards a return to the office with a hybrid approach to work. Also clear guidance and support offered for restructures etc.
SRCR 0018 c Workforce & Skills	Ensuring that the Council's strategic plans reflect these opportunities. Also that internal communications effectively relay any developments and changes.	Mark Carroll, Ian Williams	Policy	July 2022	New Corporate and Community Strategy (2018-2028) reflect this.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0021 Cyber / Information Security ***INTERNAL /EXTERNAL RISK FUTURE RISK***	There is a risk that the security of Council's systems, network and devices could be compromised. This would have very damaging, widespread implications. Especially because reliance on these systems have increased in the aftermath of the COVID-19 crisis.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		**May 2022** - no substantive change to the risk. Following the cyberattack of October 2020 we have been working to recover our services to the cloud (inc vendor hosting and public cloud). We are currently working to decommission our legacy datacentre environment and will be operating a fully cloud environment once this completes. Our recovery is consistent with the Council's pre-existing technology strategy, through which we have removed a number of underlying risk factors (eg replacement of Windows PCs with Chrome OS devices for over 95% of users). The recovery work is being supported by careful security assessment (inc pen-tests) as we deploy new services, and in parallel to the recovery work our security assurance workstream is establishing our policies and processes for ongoing management and assurance of our systems and data. This includes compliance with NCSC guidance and other required standards.

Control Title	Control Description	Lead Responsible Officer(s)	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 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). In the wake of Coronavirus emerging and the new need for most Council staff to home work, all the protocols have been reiterated to staff, to ensure that in the environment of home working, standards are upheld and any security risks continue to be minimised. Regular support is on hand to deal with any uncertainties. This will be an ongoing annual activity (no fixed end date).	Ian Williams	Rob Miller	July 2022	**May 2022** The Council has been issued with a renewed PSN compliance certificate, valid to January 2023. The Council worked with the Cabinet Office to prepare the submission for this PSN accreditation based on the new architecture for our recovered systems. 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).	Ian Williams	Rob Miller	July 2022	**May 2022:** The Council worked with the Cabinet Office to prepare our submission for PSN accreditation based on the new architecture for our recovered systems. This was issued and is now valid until Jan 2023.
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).	Ian Williams	Rob Miller	July 2022	**May 2022 - control ongoing.** Our security assurance workstream is establishing our policies and processes for ongoing management and assurance of our systems and data. This includes compliance with NCSC guidance and other required standards. 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

FR IT 0001 Information Assets **_INTERNAL RISK_** **_FUTURE RISK_**	The Council holds a wealth of information assets across its services. It is essential that this is managed in compliance with requirements such as the Data Protection Act, the NHS IG Toolkit and also the 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.	Finance & Corporate Resources		**May 2022** No substantive change to the risk. Following the cyber attack on 11 October the Council took swift action to notify national Government and also the Information Commissioner's Office. The Council is continuing to work closely with the Information Commissioner's Office to support their investigation into the incident. 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. Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
FR IT 0001a Information management	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. 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. This will be an ongoing activity (no fixed end date).	Ian Williams	Rob Miller	July 2022	May 2022 - ongoing control. Following the cyber attack on 11 October the Council took swift action to notify national Government and also the Information Commissioner's Office. The Council is continuing to work closely with the Information Commissioner's Office to support their investigation into the incident. 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. Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group.
FR IT 0001d Third party information sharing	Ensure that we can do business efficiently and seamlessly by having appropriate data sharing agreements in place.	Ian Williams	Rob Miller	July 2022	**May 2022-** Review of third party information sharing is coordinated by the Information Management Team, who support

| | 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).

This is an ongoing activity (no fixed end date). | | | | services in applying the relevant Council policies to their information sharing arrangements.

Regular updates on management of information assets continue to be monitored by the Council's Information Governance Group. |

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0020 Corporate (ICT / Business) Resilience.
INTERNAL RISK
FUTURE RISK | (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 data centre - single point of failure.) This could impact on service delivery throughout the organisation.

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. | Finance & Corporate Resources | | May 2022 -
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.
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 surge in home working.

The cyberattack in October 2020 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. DR provision is in place for critical systems and 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. |

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	ate	Control - Latest Note
FR IT 0003a Resilience of ICT systems / Disaster Recovery	Work is progressing 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.

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. | Ian Williams | Rob Miller | July 2022 | **May 2022** - 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 level assurance was significant, suggesting a robust approach is in operation. A new internal audit is now scheduled.

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. |
| FR IT 0003b Review of Business Continuity Plans across the Council's services. | 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.
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. | Rob Miller; Ian Williams | Rob Miller | July 2022 | **May 2022** : 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**.**
Also, the corporate review of Business Continuity Plans has been completed. |
| SRCR 020A -Corporate Resilience Forum | A Corporate Resilience forum has been established and will take overall strategic lead reporting to CLT. However the specific ICT issues are still managed by ICT themselves. | Rob MIller | Cross Council | Ongoing | From paragraph 1.1-1.2 of the CRF report:

1:1 The CRF oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. |
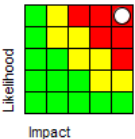
				1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS. Regular meetings continue to occur (most recently in December 2021).

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0023 Person suffers significant harm, injury or death ***EXTERNAL RISK*** ***FUTURE RISK***	If risks are not adequately assessed and protected, a child, young person or adult could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures. Additionally, general members of the public or Hackney staff could suffer harm due to a lack of general health and safety measures being in place.	Children and Education; Adults, Health and Integration		**Update May 2022** – This remains a high risk, and some recent incidents illustrate its importance. With regards to Child Q, the Children and Education leadership team have been inviting all staff to briefing sessions on a regular basis.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
CYP 006B Local Safeguarding Children Board (LSCB) reviewed and operating as an effective multi-agency forum.	The City & Hackney Safeguarding Children Partnership (LSCP) has a remit to monitor safeguarding across all partner agencies, including the local authority.	Jacqui Burke; Helen Woodland	Rory McCallum	July 2022	May 2022 - 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 Hackney-specific 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.
CYP 006D	The Directorate as a whole understands areas of high risk and works together to mitigate risk in	Jacqui Burke	Diane Benjamin	July 2022	May 2022 -

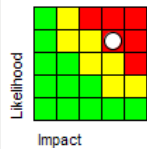|					
Ensure staff have the necessary skills to ensure risk and need are properly assessed	relation to individual children by joint training and development and joint monitoring of practices across the services.				A series of professional supervision workshops were rolled out in February and March 2021 to all practitioner managers in CFS so that they are clear about supervision standards and are able to identify training needs for their staff. This will ensure that plans are progressing for children in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports. A workforce hub has been established in the Safeguarding and Quality Assurance service to ensure that staff training needs are met and prioritised in terms of urgency.
CYP 006E Child Protection procedures in place	Children subject to Child Protection Plans and Looked After Children are visited in line with statutory guidance and care plans are monitored, updated and amended as appropriate. Children are to be seen alone.	Jacqui Burke	Diane Benjamin	July 2022	May 2022 - 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. While the cyber attack in October 2020 has had a significant impact on reporting capabilities, visits and plans have been monitored through manual monitoring and close management oversight. A new interim social care database was introduced in January 2021, and reporting capabilities brought back online in February 2021. The Children and Families Service will be moving back to the Mosaic recording system in April 2022, which will further support data monitoring.
CYP 006F Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments. These follow a consistent format. Also, the internal health and safety team conduct assessments and provide advice to mitigate risks of harm to staff in the course of work.	Jacqui Burke	Diane Benjamin	July 2022	April 2022 - 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. As a result of the pandemic - in-person activities have been subject to risk assessment to ensure that they can be delivered safely, with mitigating actions in place to minimise risk to children and staff such as changing venue, capping numbers and ensuring hygiene measures are in place. Other activities have been provided virtually

					and we remain responsive to Government guidance in relation to the fluctuating rates of Covid/changes in requirements.
CACH ASC 0005 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 McGale	John Binding	July 2022	May 2022 - ongoing. In 2021/22 the City & 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. 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.

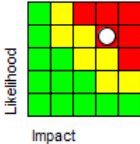| Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
SRCR 0028 CYPS, SEND funding –Escalating SEND spend has an adverse impact on Hackney Education and Council budgets.	The number of pupils eligible for EHC Plans continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit.		**April 2022:** Actions continue to be appropriate, however, risk rating remains unchanged for the time being. Impact may reduce over time as control measures take effect. This is a national issue with other LAs experiencing similar funding challenges.

Control Title	Control Description	Service Manager	Control - Latest Note
SRCR 0028 a 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 result in medium term cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HE is not detrimentally affected by the overspend, is imperative.	Jacqui Burke; Sajeed Patni	**April 2022:** Finance along with the service continue to monitor this on a monthly basis. The service is developing a cost reduction plan. However, this will take significant time to develop. There is currently work on two areas to avoid cost 1. SEND estate strategy to have more in brough provisions 2. Review SEND transport to ensure we are getting value for money and promoting independence

SRCR 0028 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 and via the Better Value DfE programme.	Jacqui Burke, Fran Cox, Nick Wilson	**April 2022:** Invest to save business case has been written by HE and finance to start to address the overspend in the SEND provision budget. SEND Trends are now being monitored at HMT to ensure there is cross council support to address this issue. Risk remains the same.
SRCR 0028 c 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.	Jacqui Burke, Fran Cox	**April 2022:** It is proposed to set up a Schools Forum Sub-group to address this issue alongside schools. Risk remains high.
SRCR 0028 d – 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.	Jacqui Burke, Fran Cox	**April 2022:** This is starting to have an impact with Joe Wilson chairing the weekly decision panel. Risk however remains high.
SRCR 0028 e – 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.	Jacqui Burke, Fran Cox, Nick Wilson	**April 2022:** JAP now in place and making good progress. It is too early in the day for this to have made an impact on budgets but good progress in the last quarter.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
SRCR 0029 Serious Safeguarding failure in regard to pupils not in school ***EXTERNAL RISK*** ***FUTURE RISK***	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 HE must work to ensure the safety and wellbeing of all such pupils, challenging existing legislative frameworks and guidance where necessary to do so, and working with partners to ensure effective and robust identification, tracking, consultation and referral.		 **April 2022:** The Government is consulting on a requirement for LAs to keep a register of EHE young people. Risks and controls remain relevant.

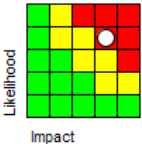| Control Title	Control Description	Service Manager	Control - Latest Note

SRCR 0029 Risk 03: 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.	Jacqui Burke; Chris Roberts	**April 2022:** Effective processes are in place in respect of EHE, CME and pupils attending UES. Whilst these are effective for safeguarding non-Charedi pupils they are less effective in safeguarding Charadi pupils who attend UES. The current legal status of those settings means the LA is unable to assure itself regarding safeguarding arrangements. The UES protocol provides a multi-agency response to settings; however the ambiguous legal status of UES means progress is limited. HEd met with Ofsted to discuss UES before Christmas and the dialogue is on going.
SRCR 0029D 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.	Jacqui Burke; Chris Roberts	**April 2022:** A safeguarding offer has been developed and remains available, though a willingness on the part of UES to engage with that remains frustratingly non-existent.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
SRCR 0027 b – Risks posed by unregistered schools and settings *EXTERNAL RISK* *FUTURE RISK*	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. HE does not have any statutory powers or reporting requirements in regard to the registration of independent schools. 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 HE in this area. Despite the fact that HE 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.		**April 2022:** Work to implement the controls is ongoing, however the risk remains unchanged. Risk Review Group recommends maintaining current risk rating.

Control Title	Control Description	Service Manager	Control - Latest Note
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.	HE is aware of unregistered schools and settings within the borough, we are escalating to the appropriate authorities Children and Social Care any issues of concern reported to them. HE co-ordinates multi-agency responses in regard to those settings that do not comply with Ofsted registration requirements.	Jacqui Burke; Chris Roberts	**April 2022:** The UES Protocol is in place, which brings together various agencies to coordinate our response to new settings or incidents in settings. Meetings have been held over the last quarter, which have led to Ofsted inspections. Consideration is given to how we can utilise our full range of legal powers in respect of UES.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
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.	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 the systems developed through the Out of School setting project which has now ceased, and the unregistered educational settings group.		Jacqui Burke; Chris Roberts	**April 2022:** The safeguarding portal is under development to provide access to safeguarding information for OOSS. This is due to launch in the Spring term and is likely to be hosted on the CHSCP website.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0030 Pressures on Temporary Accommodation *INTERNAL RISK CURRENT RISK*	The demand on temporary accommodation (TA) for homeless households exceeds the supply of property suitable for use, and also causes a clear shortfall between the subsidy provided and the actual cost of meeting TA need. This could result in serious difficulties in providing an effective provision for the accommodation of vulnerable children and adults, and also impact adversely on available budgets. This all produces financial, reputational and legislative (in terms of abiding by the Homelessness Reduction Act) risks. The risk is currently heightened by high numbers of homeless singles with multiple, complex and high risk needs, and often a dual diagnosis with no suitable accommodation offer.	Finance and Corporate Resources		**May 2022** ⬄

Local authorities have a statutory duty to provide accommodation for homeless households that have been defined as being in priority need and unintentionally homeless, and are obliged to secure temporary accommodation (TA) for that household as an interim measure whilst a longer-term alternative becomes available.

The number of households seeking advice and support with homelessness in the borough has risen by 52% since March 2018 and the introduction of the Homeless Reduction Act, however officers have reduced the % being placed into temporary accommodation during 2021/22.

There are now demand increases from households fleeing domestic violence and refugees approaching from the Ukraine on family visas and approaching as homeless.

The amount of temporary accommodation needed to fulfil demand for homeless households continues to increase. Current TA levels are c.3000 households, with 1000 placed outside the borough despite the use of all void properties and the creation of a number of new TA hostels and RTB buy back programmes to boost social housing availability. The Benefits and Housing Needs Service managed to take advantage of the Covid pandemic opportunity to reduce the number from c3300 via increased lettings into the private rented sector.

Despite c.2000 temporary accommodation units within the borough, demand far outstrips supply. Homeless households are still presenting on the day and are placed wherever there is accommodation available, more often than not in Essex, Kent, Bedfordshire and Hertfordshire.

The majority of the Council's expenditure on temporary accommodation is on c.1000 households placed outside the borough and London in nightly paid accommodation. The Benefits and Housing Needs Service in conjunction with Strategic Property Services and Housing Strategy team continue to look at ways to boost more affordable temporary housing in borough by pursuing hostel leases with private landlords and developers, to reduce the reliance on nightly paid accommodation and contain expenditure. |

					Keen negotiating on new hostels, lease renewals and refurbishment deals for hostels in the borough is evidenced via cabinet reports, however the sheer volume of TA units needed is expected to mean that the costs will continue to rise this year and next.

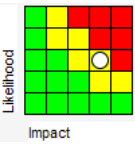| Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0030a Utilising all available accommodation	Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision.	Ian Williams	Jennifer Wynter	July 2022	**May 2022-** The Benefits and Housing Needs Service continues to utilise all Council owned regeneration void properties as temporary accommodation wherever possible and affordable to do so. The current figure is c.738 units. There are no further regeneration voids available as the surplus that were unusable for TA were brought into use for the Council Afghanistan refugees programme.
SRCR 0030b Make best use of the provision of discharge of duty into the private rented sector	Additional duty afforded LA's to discharge our homeless duty with provision of an affordable 1 year monthly PRS let, albeit if further homelessness within 2 years we retain the duty. TA strategy in place and agreed way forward with Mayor & Members on OOL placements.	Ian Williams	Jennifer Wynter	July 2022	**May 2022** - The Benefits and Housing Needs Service has formally discharged the Councils housing duty by securing tenancies for 265 households into the private rented sector for 2021/22. The number of private rented sector (PRS) lets achievable are dependant on three variables: • Resident willingness to move into the PRS • Number of staff available with the right tools, including finance, to support the individual and the landlord with a move • rental market buoyancy. The number of staff and tools to support residents moving has been boosted by the creation of a new team, Prevention to PRS (funded by Homeless Prevention Grant monies) to assist residents during the prevention stage of the statutory duty to move into the PRS and thereby avoid the usage of costly TA. However, the rental market in Hackney has recovered from the affects of the Covid pandemic and the ability to secure affordable rented properties is virtually impossible. Capital Letters (pan London provider of PRS properties) is also struggling to secure properties and has declined the proposed increase of funding for two further officers to add to their procurement team to boost the flow of properties as they cannot deliver in this tough market. Previous out turn is below: 2018-19 = 88 2019-20 = 118 2020-21 = 466

				2021-22 = 391
SRCR 0030c Observe pan London cap on nightly paid accommodation procurement	Maintain influence on the rental market by continued observation and no breaches (except emergency disabled accommodation) of the agreed Pan London TA rent cap.	Ian Williams	Jennifer Wynter	July 2022	**May 2022** - Reports issued quarterly to pan London Homeless group for monitoring purposes identify that Hackney now has one of the highest breach rates in the Capital. The reason for this number of breaches is to prevent families staying in B&B for more than 6 weeks (illegal practice) and to secure properties for disabled and large families. The only alternative to this position is to increase the Pan london rate for Hackney, which will result in increasing the rental market further and will encourage existing hackney providers to ask for the additional rates for existing placements incurring a large financial outlay.
SRCR 0030d Provide appropriate accommodation with support for mental and physical needs	C.40% of all single homeless residents that approach for help have a support need and 19% of these have multiple and complex needs. Large supported schemes, rough sleeping pathway, general needs housing do not work for this client group and do nothing to mitigate the risk of further deterioration and suicide and in some cases increase the risk. Look to provide a housing option and support that suits mental, physical and behavioural needs - ie dual diagnosis specialist schemes and additional housing first. First chance, last chance saloon assessment model needed in addition.	Ian Williams	Adults Social Care Commissioning	July 2022	**May 2022** - It is Adult Social Care who now provide and commission supported accommodation for Hackney.

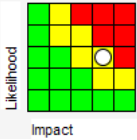| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0036 – Universal Credit full roll out *EXTERNAL RISK FUTURE & FUTURE RISK*	**Financial**: Universal Credit places the responsibility on the claimant to manage their claim and pay their rent from a one monthly payment. The five-week delay in first payment and monthly payment can lead to increased rent arrears for council tenants and make it more difficult for the council to recover other debts. Since the pandemic there has been an increase in the number of tenants not paying rent and cancelling direct debits (e.g. council tax). The impact of the Cyber Attack compounds these issues.	Finance & Corporate Resources		May 2022 - Government confirmed on 9/5/22 that the full roll out of universal credit (UC) to all claimants by 2024. Nationally, about half of claimants who have not migrated to UC are on an out-of-work benefits that are health related. Most of the rest (38%), are in-work tax credit recipients. Just under half are likely to be worse off, including those who live alone or struggle with basic activities (IFS analysis, 2022). Government is committed to putting in place transitional protection.

	Strategic: An increasing number of vulnerable residents struggling with their finances will put pressure on other public services. For example, employment and skills services as well as the health and care system. The five-week wait for a first payment remains and the use of an advanced payment reduces future income. Reputational: There is an expectation that the Council helps those who face barriers to making and maintaining a claim and those struggling to manage their finances. The Council's position as a large social landlord creates further pressure on the organisation to balance its approach between collecting payments and supporting residents who may be struggling financially. This is made even more the case by the impacts of the Cyber Attack and the approach the Council takes to debt recovery.			This development increases the level of risk which we will have to respond to. Universal Credit is the main welfare benefit for working age adults who are unemployed or on lower incomes and it is administered by the Department for Work and Pensions. 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 was introduced in Hackney from March 2016 for job-seeking singles only. Hackney was one of the last boroughs to move onto Universal Credit because of the numbers who would be affected. Universal Credit began for all new claimants in October 2018.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
FR RV Impact of Universal Credit	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. Hackney is also adopting a poverty reduction framework which will help us to respond to the impacts arising from UC through better co-ordination of wider support.	Ian Williams	Sonia Khan	30-July-2022	May 2022 Hackney has adopted a poverty reduction framework which enable us to respond the impacts of universal credit by working with DWP to mitigate impacts and also to offer wider support to claimants. A Partnership between LBH and DWP has been in place over the last three years, including a focus on Complex Needs. We will discuss the full roll out with DWP to understand what transitional support will be in place and identify actions to mitigate impacts together.

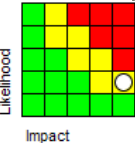| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note

| SRCR 0035 –
Setting up Council owned companies

**INTERNAL RISK
FUTURE RISK** | The Council has been setting up a number of (Council owned and controlled) 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.

If the resources, governance, 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. | Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy | | **May 2022 -**
The ways in which a Council can invest in or establish a company can vary depending on the type of delivery vehicle it seeks to set up. For the purposes of clarity, this risk covers the governance arrangements for Council Owned and Controlled Companies. This is where a company limited by shares is incorporated with the Council as the sole shareholder. Examples would include:
Hackney Housing Company Ltd - encompassing PRS and HLR and fully operating since 2019.
Hackney Commercial Services (London Limited) - which is a commercial waste company and was incorporated on 25th October 2021 and started trading in February 2022.

Hackney Light and Power (HLP) was launched at the beginning of November 2019, promising some considerable future benefits for the Borough. HLP is an energy services arm of the Council which is still looking at options for operating as a separate entity.

An area of concern relates to some PIRs (Public Interest Reports) that have been published within the last 18 months, specifically relating to Council owned companies / subsidiaries (at Nottingham, Croydon and Northampton). In each instance the Council has suffered severe losses due to poor decision making, a frequent lack of governance and a near complete lack of approved business cases. With public money clearly being lost here, the PIRs highlighted a regular lack of visible scrutiny and challenge - and these clearly serve as examples to avoid for Councils pursuing this course of action. The lessons learnt stress the importance of clear roles, scrutiny, challenges, business cases and overall decision making. |
| | | | | |

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0035a- 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. At Hackney there is: • Strong emphasis on the role of statutory officers, including regular meetings of Chief	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland		July 2022	**May 2022 –** A guidance note for establishing an Alternative Service Delivery Vehicle has been signed off by CLT alongside a guidance note for Directors of those companies. This was completed in August 2021.

| Finance Officer and Monitoring Officer with Mayor on governance matters.
● Excellence in Governance Group supports CLT with strategic and operational governance considerations.
● Revised Code of Conduct for Councillors in 2022, based on LGA Model Code.
● A Code of Corporate Governance, Financial Management Code and Alternative Service Delivery Vehicle (ASDV) Framework to evidence how the Council's approach to governance, finance and ASDVs empowers Councillors and officers in decision-making.
● Companies report to Cabinet as shareholder annually with a business plan and accounts, with Chief Finance Officer (Ian Williams) acting as "intelligent shareholder" | | | | New or significant changes in the operations of a company should be agreed by Cabinet. This is in accord with the Mayor's Scheme of Delegation dated January 2017 which states that, "..the Council's representation on …companies…where the representation relates to an executive responsibility or function" shall be undertaken by the Mayor and Cabinet. "

To ensure consistency of approach, it has been recommended that the Cabinet (in its capacity as representing the Council as shareholder) will receive an annual business plan and accounts from each company. This will enable the Cabinet to maintain its oversight, ensure the Council is seeing a return on its investments where appropriate and ensure that there is transparency for the public. |

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0036 Insourcing ***INTERNAL RISK FUTURE RISK***	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. 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'.	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		 **May 2022** - 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 has been brought in-house when the current (outsourced) contract expired in March 2022. Also some internal cleaning contracts. There is a clear emphasis on this being a leading objective for the Council - to "reclaim" services worth close to £12 million a year from private firms. Between January 2020 and March 2022, five services worth £11.6m will have been insourced under the policy, including: School caretaking and cleaning services, worth £2.5m, with 116 staff brought back in-house to the council and schools in January 2020. Gully and winter cleansing service, worth £300,000, brought back in-house in September 2020. Office cleaning service, worth £1.8m, with 110 staff brought back in-house in January 2021

					Fleet maintenance service, worth £1.4m, with 10 staff due to be brought back in-house in April 2021 and a long-term commitment to bring close to 400 staff back into direct council employment overall Parking enforcement, worth £5.6m, with 132 staff due to be brought back in-house in March 2022. In order to provide further assurance to Audit Committee about the Council's approach to Insourcing, a 'deep dive' was 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 October 2020, and distributed to all relevant parties.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0036a 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 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.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Rotimi Ajilore	Sept 2022	May 2022 - this was newly escalated to the Corporate register in January 2020. The guidance paper has been reviewed. Plans for such projects are also committed to including extensive consultation with staff and trade unions. This emphasis on Insourcing is delivering on the Council's 2018 manifesto to look at how we step up our commitment to insourcing in Hackney. Officers and Councillors involved in this commitment are clear that the process will often involve service redesign, relocating services across different parts of the council, and taking quite a different approach to service delivery than might have been done in the past. It's also been acknowledged that Coronavirus has shown the importance of flexibility and being able to turn services round rapidly. When you deliver them directly within your organisation, that can be done. Also, bringing staff back in on Hackney terms and conditions once they have moved over helps the organisation.

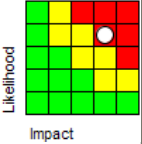| Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note

| SRCR 0039 Climate Change / Climate Emergency ***EXTERNAL RISK CURRENT & FUTURE RISK*** | 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.
With the likelihood of even more ambitious targets set by the Environment Bill 2021, this risk will continue to grow and increase in importance. | Climate, Homes and Economy l eading (but applying to all Directorate s) | | **May 2022**

The development of the Council's Climate Action Plan (CAP) is ongoing and we are on target to formally publish the plan in 2022. The CAP will provide the strategic framework to work through a number of key issues and challenges, utilising recently completed evidence assessments to underpin a more strategic approach for future delivery and integrate better with external stakeholders.

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 (eg school streets).

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.

The government is currently finalising the Environment Bill 2021 (which hasl redrawn environmental rules following the UK's withdrawal from the EU)and is likely to mean increasingly ambitious targets are adopted as Britain tries to lead the way in tackling climate change and a positive approach to it.

Hackney is within the top 6 London Boroughs at risk of flooding due to climate change (specifically in the Lea Valley area in the east of the Borough), so this is an additional consideration when thinking about how change in the future may affect the Borough.

Further evidence of positive progress can be seen with the Council's recent award of the "Council of the year" in this year's London Energy Efficiency Awards (March 2022) |

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0039a 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 the 2030 and 2040 targets possible. - 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. - 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. - 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. - 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. - Work with other local governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Aled Richards	Ongoing	May 2022 - 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. An annual report on the progress on decarbonisation was considered by Council in July. Throughout 2021/22 there have been presentations to Scrutiny Commissions to outline the work to respond to the Commitment and the development of the CAP.
SRCR 0039b Hackney Light and Power.	Hackney Light and Power has been created to support the Council to meet declared target and become zero-net carbon borough by 2040. HLP is an energy services arm of the Council which is still looking at options for operating as a separate entity. To maximise carbon emission reduction the energy services arm will: deliver the Green Homes Program – the first borough wide thermal efficiency housing program in London support the installation of innovating renewable heating measure support the rolling out of electric vehicle charging points supply the grid with green energy reduce fuel poverty	Corporate Directors		Ongoing	Hackney Light and Power was officially unveiled as a publicly-owned energy services arm of the Council on November 1st (2019). From the off, the primary objective of the energy arm is to help deliver the ambitious decarbonisation pledges included in its climate emergency motion. At the launch of this, HLP confirmed it had already delivered 50% renewable electricity for the Council and many local schools' needs on 1 April, and would switch to 100% in 2020. The clear aim was to establish a publicly-owned clean energy company

	improve residents' health and well being promote an inclusive economy and contribute to the nationwide green agenda help make Hackney a sustainable, green borough				that will turn Hackney into a renewables power station; rapidly decarbonising the Council fleet of vehicles and addressing land transport sector emissions and decarbonising the built environment through changes to the planning system. The Council is investing extensively in green infrastructure to derive a wide variety of environmental benefits, from cooler streets to enhanced biodiversity; creating a model for drastically limiting the use of petrochemical plastics; and investing heavily in waste service to reduce resource consumption and increase recycling.
SRCR 0039c Communication	Communication is key, with the Council getting the correct message out both internally and externally	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Polly Cziok		May 2022 - 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.
SRCR 0039d 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.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Aled Richards	Ongoing	May 2022 - 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.
SRCR 0039e North London Waste Authority (NLWA) Partnership	Hackney is a part of a seven borough partnership with the NLWA, who are currently procuring a large infrastructure project (North London Heat & Power Project) to deliver new facilities to manage waste and recycling from the constituent boroughs. An experienced Programme Director has been appointed by NLWA. Also, lead Member and Key Officer Groups, continue to manage Hackney's engagement with NLWA on the development of new facilities, recycling performance, waste prevention and operations' matters. A Programme Committee made up of members of each of the boroughs has been established to focus on the implementation of the North London Heat & Power Project. This is a decision-making Committee and is in addition to the various Steering Groups and Partnership Boards which Lead Members and Key Officers attend. The Vice Chair of the NLWA is Hackney's current Cabinet Member for Finance and Housing Needs, which ensures the Borough is directly involved in the leadership of the partnership. NLWA, with the boroughs, is undertaking a piece of work to produce a best estimated long term levy tonnage forecast, to establish likely levy costs for boroughs.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Aled Richards; Sam Kirk	Ongoing	**May 2022** - control in place and ongoing

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
	Officers will review the current recycling service to ensure that it provides the best solution on the basis of technical, economic, environmental and practical factors Our partners in NLWA, Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest) work together to deliver services for over two million residents that live in the NLWA area. NLWA is responsible for helping the seven north London boroughs dispose of the 850,000 tonnes of waste they collect every year.			
SRCR 0039f Restricting residual waste	In May 2020 Cabinet agreed to introduce fortnightly collections for residual waste for Hackney street properties. The drivers for this are not only to improve recycling performance and reduce the amount of residual waste being incinerated. This will help insulate the Council against the expected rise in residual waste disposal costs in the medium to long term. Further, and most importantly, by structurally reducing the amount of black bag waste sent for incineration we can eliminate the associated carbon dioxide emissions, reducing the carbon intensity of Hackney's waste system. Residual waste restriction will play an important role in helping the Council achieve the highly ambitious decarbonisation targets set out in the climate emergency motion passed at Full Council, June 2019. The expected outcomes of introducing fortnightly collections of residual waste include: ● Reduction of approx. 4,400 tonnes of street level black bag waste being incinerated against current levels by 2022, which is a 21% reduction of waste per household; ● Reduction in disposal costs of £246k per annum (based on current tonnage and levy charges) by 2022. The scope to increase disposal savings will increase proportionately with the levy charge; ● Increase in recycling rate to 31% by 2022/23. This will see Hackney move from position 8 of 13 inner London borough's recycling rates to 4th (based on current data); ● Reduction in emissions associated with incinerating black bag waste, contributing to achieving the 45% reduction in emissions against 2010 levels by 2030 and net zero by 2040. Using Zero Waste Scotland's Carbon Metric Publications, directing 4,400 tonnes of black bag waste to recycling/composting, shows a benefit of -661 to -610kg C02eq per tonne of material recycled/composted. This would indicate a potential benefit of around 2,910 to 2,680tonnes C02eq savings.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland	Aled Richards; Sam Kirk	30 June 2022	**May 2022** - The move to fortnightly collection for residual waste has been implemented successfully and is on track to deliver. Recycling rates have increased to 31%. The implementation is entering its final phase and the mitigations in place to support residents in this transition will be withdrawn on a managed basis to ensure minimal impact on the streetscene.

SRCR 0040 Recruitment and Retention / Workforce. ***EXTERNAL / INTERNAL RISK CURRENT RISK***	Within a competitive market, numerous Service Areas (particularly ICT) are struggling to successfully recruit for important positions, and seeing a high turnover adding to recruitment pressures. Failure to successfully tackle this could seriously impact service delivery. Also, with various restructures within the Directorate planned or ongoing, there is a period of uncertainty and adjustment which may affect the quality of service delivery and impact on overall objectives and targets. Additionally, the ability to carry out work efficiently, on time and in compliance with applicable standards could be affected by the loss of experienced staff following the Corporate level restructure and the possible long term absence of key staff.	Finance & Corporate Resources		**NEW May 2022** - This has been re-escalated to the Corporate register. Previously, it had remained a risk at Service level but was taken off this register following the successful completion of the ICT restructure in 2020. Significant market pressures for digital skills, with high turnover within the Council and other employers who need similar skills, have necessitated its inclusion again.

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0040a Recruitment and Retention (ICT)	The ICT service will work with HR / OD to carry out the following suggested mitigations: - review recruitment strategy and identify other measures which can be taken to promote Hackney Council as a great place to work in technology and attract high quality candidates - review salary supplements to ensure that these are providing market competitive salaries and are also fair and transparent - review career development paths within the service and also ensure that apprenticeships / graduate trainee opportunities are being used effectively to develop internal talent.	Ian Williams	Rob Miller	31-March-2023	**May 2022 -** work is in progress to finalise restructure proposals for the ICT service, including benchmarking of roles against the market and comparator councils. The new structure will continue the substantial commitment to apprenticeships (which has seen 2 cohorts of digital apprentices since it was launched, with over 50 apprentices). The Council is also working with the London Office of Technology & Innovation to develop a pan-London approach to developing digital skills and teams, including collaborative recruitment (https://loti.london/jobs/) and shared approaches to service development (https://loti.london/resources/jd-library/).
SRCR 0040b Training and development	Training and development needs for all staff have been captured from yearly appraisals and 1-2-1 documents. All HR procedures are followed correctly to ensure staff are valued and treated appropriately whilst at work. Where possible acting up and secondment opportunities are made	Ian Williams	All managers	31-March-2023	**May 2022 -** staff training and development needs will be assessed as part of the work to deliver and embed the new service structure for ICT.

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