

Hackney Corporate Risk Register June 2023

Report Type: Risks Report

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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0042 – Cost of living crisis EXTERNAL RISK CURRENT RISK</p>	<p>Pressures on the Council (including staff), households and businesses tighten further as the cost of living crisis intensifies, resulting in widespread financial challenges and deprivation throughout the community.</p> <p>In terms of what this crisis could potentially mean for the Council, all evidence would point to further pressure on budgets and services. This may result from more rent arrears, potentially more children in care, increased health risks for the vulnerable due to prohibitively high energy / grocery costs or increasing homelessness. With inflation currently at 8.7% (a drop from 11.1% at the end of 2022), future pressure on pay is likely to be high, and core service costs (whether through fuel, energy, food, staffing, raw materials) will be inflated compared to previous years. This places pressures on existing budgets and reserves.</p> <p>Within the community, this will particularly impact on those already in poverty (36% of households, 48% of households with children), as their situation becomes even more entrenched. This could place an increased demand on Children’s (and Adult’s) Social Care. Schools would be adversely affected by the pressures, with massively increased costs and pupils suffering</p>	<p>Chief Executive’s; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy</p>		<p style="text-align: center;"></p> <p>May 2023 - Britain remains on track for a record fall in living standards over the two years to the end of March 2024, despite an upward revision to growth forecasts, the Office for Budget Responsibility has said (OBR April 2023). Real household disposable income per person was on course to fall by a cumulative 5.7% over 2022/23 and 2023/24, 1.4 percentage points less than it forecast in November but still the biggest two-year drop since records began in 1956/57. The OBR also stated that rising prices and tax increases mean living standards will not recover to their pre-pandemic level until 2024-25.</p> <p>MTFP includes inflationary assumptions which may not be sufficient given updated forecasts. The Local Government pay rise for 23/24 is currently being negotiated by the Unions, after the previous year's rise being agreed in November 22 .Offers to date for 2023/24 already exceed the 4% set aside in the MTFP.</p> <p>The issue of fuel poverty remains problematic, although it looks likely prices will recede over the next year. Even with government support (which will now be extended beyond the end of March 2023), most people’s bills will remain more than double what they were a year ago. The same applies to organisations and businesses.</p> <p>Although this was new to this register as a distinct risk in June’s (22) iteration, most elements within have previously featured amongst other risks (eg - economic downturn risk). There is a detailed separate workstream on the Hackney Cost of Living Response, which is being led by the Group Director of Finance & Corporate Resources as SRO. This has been looking at the crisis within</p>

	distraction from their education (as well as the risk of 'holiday hunger' for them).				each Directorate from the separate perspectives of residents, staff, businesses and service areas.
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; Rickardo Hyatt	Jackie Moylan	July - 2023	May 2023 - The MTFP was updated and included in the budget report to Full Council in March 2023. For 2023/24 this included provision for the pay award and other specific inflationary elements including for energy. As set out above the pay award for 2023/24 is likely to significantly exceed the provision made. One-off resources are being identified for meeting this additional cost for 2023/24 and, once the amount is clear, this pressure will be built into the base budget going forward.
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; Rickardo Hyatt	Ian Williams	Ongoing	May 2023 - This control is currently managed at project board level. The new Capital Asset Steering Board (CASB), is developing oversight over the capital programme as a whole. This will include ensuring transparency over the links between the capital programme and the MTFP - with increased borrowing to fund capital schemes (with less capital receipts and grants now available) impacting on the budget gap going forward.
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	May 2023 - 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, <u>this audit</u> of discretionary or emergency hardship schemes found: <ul style="list-style-type: none"> • Nine different formal discretionary or emergency hardship schemes • Ten other types of support available to residents in crisis The new Money Hub pilot team went live on Monday 31 October 2022. The project team is mid way through a 12 month pilot, trialling the following: <ul style="list-style-type: none"> • A single point of entry, where residents only have to apply once to be considered for a range of financial support schemes. • Income maximisation through encouragement of wider benefits take up, as well as money management advice • Use of our systems and data to prompt proactive offers of financial support, rather than waiting for residents to come to

					<p>us, particularly when we estimate they are underclaiming key benefits</p> <ul style="list-style-type: none"> • Reduction in evidence threshold for applications to funds, or switch to using data we already hold rather than asking residents to resubmit <p>To date the team has delivered:</p> <ul style="list-style-type: none"> • £518k worth of annually increased incomes for residents through benefits uptake schemes • Managed a 600% increase in applications and awards of discretionary funds • Trained colleagues from across the council and VCS partners to improve confidence and skills of staff supporting residents with benefits queries
<p>SRCR 0042d inflationary pressures - Supporting Residents</p>	<p>Implement priority 3 of the poverty reduction framework adopted in March 2022 which has three priorities:</p> <ol style="list-style-type: none"> 1. Prevention, early years and early help 2. Tackling low wages and cost of living 3. Responding to the material needs of poverty 	<p>Mark Carroll, Ian Williams</p>	<p>Sonia Khan</p>	<p>Sept 23</p>	<p>May 2023 In addition to the actions identified above under income maximisation, the following actions are being progressed. Demand continues however to increase across the system and working collaboratively with partners remains key as we cannot operate in isolation: -we are running fortnightly online sessions to share tools and resources with resident-facing practitioners from across sectors. - we have identified a further £850k to support poverty reduction working with partners.</p> <p>We are distributing £5.6m thanks to continued support from central government via the Housing Support Fund.</p> <p>A task group is identifying action to tackle food poverty affecting children in schools.</p> <p>We are also doing what we can to support organisations on the ground. This is vitally important because it is these organisations that have the greatest reach into diverse communities. For example, we helped secure £180k to invest in the three food hubs that coordinate the distribution of food waste (Woodberry Aid, Hackney City Farm, Morningside and Gascoyne).</p> <p>Over winter, we designated libraries as warm hubs and are supporting more organisations to develop warm hubs and get onto the online map of hubs. Hackney's energy advice contractor - the London Energy Saving Squad (LESS) are running energy advice drop-in sessions at designated hubs across the borough.</p>
<p>SRCR 0042e - Inflationary pressures -</p>	<p>Management of relief and discounts available to residents and businesses inc Council Tax Rebate</p>	<p>Ian Williams</p>	<p>Rob Miller/Neil</p>	<p>Sept 23</p>	<p>May 2023</p>

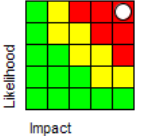

Supporting Residents & Businesses	and business rates relief. Proactive signposting to additional financial support that is available. Recovery action that encourages payment and works with residents and business to create sustainable payment plans.		Clarke /Revenue and Benefits		<ul style="list-style-type: none"> 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 - Financial relief	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; Rickardo Hyatt	Stephen Haynes, Suzanne Johnson	Sept 23	<p>May 2023</p> <ul style="list-style-type: none"> Hackney Business Network website is established and provides up to date advice and guidance to businesses, including on dealing with financial issues and the cost crisis. Regular newsletters are also issued to businesses on the network with updates on business support available. The Hackney Business Support programme for 2022/2023 provided 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). Starting in 2023/24, £441k of funding received from the UK Shared Prosperity Fund will be used to support local businesses via several different business support programmes. More details on how businesses can access these will be available in due course and communicated via the LBH website and the Hackney Business Network. Associated Cabinet report here: https://hackney.moderngov.co.uk/documents/s83123/February%20OFP%202023.pdf

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<p>SRCR 0021 Cyber / Information Security</p> <p>INTERNAL /EXTERNAL RISK</p> <p>FUTURE RISK</p>	<p>Cyber threats continue to rise rapidly, with a growing number of large businesses and public sector organisations experiencing cyberattacks similar to the criminal cyberattack on the Council in October 2020.</p> <p>Recent victims include the Post Office, Capita, the system provider for NHS 111 (Advanced), schools, care providers and a wide range of other organisations.</p> <p>There are direct risks to the systems used by the Council's services, including those which are externally hosted, and also risks relating to data that the Council is responsible for which is processed by third parties contracted by the Council or other partners.</p> <p>There is also ongoing risk relating to data stolen in cyberattacks ('exfiltration' of data). This can remain in the possession of cyberattackers and beyond the control of the Council.</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy</p>		<p>May 2023</p> <p>Recovery of systems and data affected by the cyberattack is ongoing, with the majority of services now operating normally. Some workaround processes remain while recovery / rebuild of systems and clearing of backlogs caused by the cyberattack continues, and there are also services where some functionality is not yet fully recovered and ongoing service impacts continue.</p> <p>The overall recovery (from the Cyberattack) is in line with our pre-existing plans for migration to modern, cloud services and provides the best possible cyber protections for the Council's systems and data. Our recovery is consistent with the Council's pre-existing technology strategy, through which we have removed a number of underlying risk factors (e.g. replacement of Windows PCs with Chrome OS devices for almost all users).</p> <p>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.</p> <p>The Council has also responded where needed following cyberattacks on partners which might present a risk to data processed on behalf of the Council.</p>

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<p>FR IT 0006a Ensure compliance with the PSN Code of Connection and other applicable standards (including the ICT security requirements for compliance with the NHS IGSoc).</p>	<p>Ensure that good security practice is reflected in the Council's technical architecture and operational practices, including annual PSN Code of Connection compliance assessment (supported by IT health check).</p> <p>This will be an ongoing annual activity (no fixed end date).</p>	Ian Williams	Rob Miller	Sept - 2023	<p>May 2023</p> <p>The Council has a current PSN compliance certificate, valid to February 2024.</p>
<p>FR IT 0006b Ensure that all users of the Council's systems and data take appropriate measures to protect these.</p>	<p>Ensure that the Council has effective policies, guidance, training and measures to enforce compliance for all users (including Members). This will be an ongoing activity (no fixed end date).</p>	Ian Williams	Rob Miller	Sept - 2023	<p>May 2023</p> <p>The Council's Data Awareness Training continues to be managed as a Business As Usual process for all users (including Members). Users are required to complete the training and access is removed if it is not completed.</p>

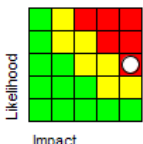

<p>FR IT 0006c Ensure that all hardware and software is supported for security updates.</p>	<p>Ensure that infrastructure and application lifecycle management practices are in place and functioning effectively so that the Council's systems remain supported. This will be an ongoing activity (no fixed end date).</p>	<p>Ian Williams</p>	<p>Rob Miller</p>	<p>Sept - 2023</p>	<p>May 2023 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. by the Council's Information Governance Group.</p>
<p>SRCR 0041a Modern cloud services</p>	<p>Continued use of the most modern cloud services available, underpinned by the 'web first' and 'zero trust' security model.</p>	<p>Ian Williams</p>	<p>Rob Miller</p>	<p>Sept - 2023</p>	<p>May 2023 The overall recovery (from the Cyberattack) is in line with our pre-existing plans for migration to modern, cloud services and provides the best possible cyber protections for the Council's systems and data. 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 almost all users).</p>
<p>SRCR 0041a Recovering data</p>	<p>The cyber attack resulted in all internally hosted legacy systems being unavailable. The recovery work for this has been complex and extensive, so priority needed to be given in line with the Gold priorities. This work has continued over the last year with significant progress being made.</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Rob Miller</p>	<p>Sept - 2023</p>	<p>May 2023 Recovery work has continued, including go live of Mosaic for adults' social care at the end of 2022. Some workaround processes remain while recovery / rebuild of systems and clearing of backlogs caused by the cyberattack continues, and there are also services where some functionality is not yet fully recovered and ongoing service impacts continue.</p>
<p>SRCR 0041b Service continuity</p>	<p>The systems that have been impacted by the cyber attack are essential for the delivery of many of the Council's critical services including: social care; housing benefits; Council Tax and Business Rates; land charges; and housing services. These systems and data sets being unavailable has a major impact on those services and business continuity and contingency arrangements will be essential to delivery of the most critical parts of those services.</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Aled Richards / James Groom</p>	<p>Sept - 2023</p>	<p>May 2023 Coordination of service continuity and recovery continues and is led by the Corporate Leadership Team / directorate leadership teams.</p>
<p>SRCR 0041c Maximizing existing tools</p>	<p>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.</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Rob Miller</p>	<p>Sept - 2023</p>	<p>May 2023 Where practical the Council's existing investments have continued to be used to provide interim solutions for service continuity and longer term migration of data and services to the cloud.</p>

SRCR 0041d Communication to residents and staff	Many services that residents depend on were impacted by the attack, and would equally be affected by any future attack	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Rob Miller, Comms team	Sept - 2023	May 2023 Services are continuing to maintain updated information about the recovery of their services on the Council website. Progress updates have been provided to Members and the Council is continuing to engage positively with media enquiries about the continued impacts of the attack.
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SRCR 0001 National and International Economic Downturn - impact on budgets EXTERNAL RISK CURRENT & FUTURE RISK	<p>There is an ongoing risk to the Council's finances arising from 13 years of austerity and the impact of prevailing economic conditions following the pandemic and in the midst of the cost of living crisis. . In Hackney, this has been compounded by the effects of the cyberattack.</p> <p>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.</p> <p>This risk to financial sustainability could drive reductions in services leading to local dissatisfaction and damage to the Council's reputation. Tighter finances could result in less capital, affecting potential economic development and social infrastructure.</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		<div style="text-align: center;">  </div> <p>June 2023</p> <p>The pandemic and the Cyberattack both had a very serious impact on the Council, significantly reducing the flexibility and resilience of the Council's financial position. However, increasingly the organisation has moved on from those challenges and now has to deal with the overall cost of living crisis. However, the Chancellor has said the UK will not be in recession in 2023. The specific risks in relation to the cost of living crisis are set out at SRCR 0042 above.</p> <p>In the 2023-24 Local Government Finance Settlement, the Government announced the funding allocations for 2023-24 and most of the key allocations for 2024-25. These were both in line with expectations. Very little detail was given on 2025-26 and beyond but it is likely that local government will suffer a real terms reduction in external funding post 2024-25</p> <p>Clearly, a one year settlement for 2023/24 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 reduction in real resources, high inflation and increasing interest rates. In the light of inflation and a reduction in resources in real terms, adding more uncertainty, pressure and challenge to an already problematic situation, the score has been maintained at the maximum. This clearly creates risks for the Council given the high rate of inflation which will almost certainly continue for some time.</p> <p>The latest financial forecast contains a series of proposals that would reduce the budget gap to £8.5m in 2024-25, compared to a 2023-24 Budget MTFP forecast gap of £22m and a still very high cumulative gap of £29m in 2026-27 (down from £57m). The latter must be regarded as an illustrative forecast only though</p>

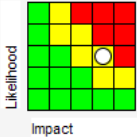

					<p>because of uncertainties regarding future external funding and the ongoing impact of the cost of living.</p> <p>Finally, the Fair Funding Review remains a risk but the 2023-24 LGFS announced that it won't be implemented in 2023-24 or 2024-25 either. What happens after this is unclear.</p>
Control 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; Rickardo Hyatt	Ian Williams	February 2024	May2023 - An updated MTFP was included as part of the annual budget report to Council in March 2023. . The assumptions contained within are reviewed on an ongoing basis with particular regard to inflationary pressures (see Risk SRCR 0042). A formal update of the MTFP will be undertaken for the autumn taking into account these pressures and ongoing budget development work.
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; Rickardo Hyatt	Ian Williams	February 2024	May 2023 - action ongoing. The Corporate Leadership Team (CLT), with the Group Director of Finance & Resources taking the lead, are overseeing the budget development work to meet the forecast budget gap for the medium term period 2024/25 to 2026/27. This is focussed on specific areas of spend & income identified through a combination of benchmarking and externally commissioned work. Proposals are being developed in close collaboration with Cabinet members to ensure transparency around impacts including where there may be service reductions or increases in charges. Given the size of the budget gap Group Directors have also been working to develop a long list of additional budget proposals This work will not offer straightforward solutions, however, and it is anticipated that difficult decisions will still need to be taken. Budget proposals will be subject to a scrutiny process which is currently under development.
SRCR 0001D National and International Economic Downturn	Savings proposals are developed and agreed with members in order to bridge the forecast reduction in resources. 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	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Ian Williams	February 2024	May 2023 - ongoing, as noted above regarding savings for future years. A review of capital management has been completed and the first tier of the new structure - the Capital Asset Steering Board (CASB) now in place. A key feature of the new arrangements, 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.

	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.				
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 opportunities to protect the Council against cuts in other areas.	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Ian Williams	February 2024	<p>May 2023 -</p> <p>The budget development process referred to at SRCR 0001A above includes 2 specific work streams with a focus on commercialisation and income generation:</p> <ul style="list-style-type: none"> • Estates - although this workstream is also concerned with the efficient running of the corporate estate and the potential release of cost savings with post-pandemic hybrid working now embedded further office space is available for commercial letting. • Income Generation - this workstream is focussed on the development of a corporate approach to commercialisation alongside ensuring existing income generating activities are sustainable and exploring further such opportunities.

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SRCR 0002 Management of Capital Programmes / Schemes EXTERNAL RISK FUTURE RISK	<p>From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council moves from a low external debt position and becomes more vulnerable to changes in the market (interest rates. 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.</p> <p>Additionally, Major Capital Schemes may not be managed or targeted effectively to maximise use of resources available and ensure delivery according to expectations. This poses a risk to the successful completion of such schemes, incurring losses and dissatisfied stakeholders.</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		<p style="text-align: center;"></p> <p>May 2023 - This risk is ongoing and intensifying in light of the quantity of high level programmes across the Council and increases in interest rates. 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 revised capital programme for 2023/24 is currently £309m (non-Housing schemes totalling £153m and Housing schemes totalling £156m). A commitment to building affordable homes is part of the Mayor's priorities, so multiple building projects will be required to achieve this.</p> <p>There are detailed separate risk registers for major 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</p>

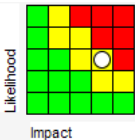

					(the school and leisure centre) have been delivered on budget. This approach will continue for phase two of the project, enabling more informed decision making by the Officer Steering Group and Project Board established to govern it. This risk has remained the same since the last period as there are 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 which is reported through to Cabinet and also reviewed by Audit Committee on a quarterly basis. .	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Jackie Moylan	Feb -2024	May 2023 - The capital budget for 2023/24 is £309m (Non-Housing budget £153m and Housing budget £156m). Following the Capital Management Review, the Capital Asset Steering Board (CASB), is now in place and will strengthen monitoring of the overall capital programme at Cabinet member and Chief Officer level (see SRCR 0002C below). Thematic and area-based reporting formats in terms of outcomes and costs are being developed and timetabled for implementation in the current financial year.
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; Rickardo Hyatt	Jackie Moylan	Feb - 2024	May 2023 - 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	Following the completion of a capital management review the Capital Asset Steering Board (CASB), a joint Cabinet member and Chief Officer board is now in place and has oversight of the capital programme as a whole. The purpose of the board includes to review new project proposals, including their affordability and make recommendations to Cabinet on their inclusion on the capital Programme & monitoring the delivery and development of the Capital Programme, Strategic Asset Management Strategy and the HRA Asset Management Plan.	Mark Carroll; Ian Williams; Ajman Ali; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Jackie Moylan	Mar - 2024	May 2023 -The CASB was established in October 2022 and to date has input into the capital strategy approved as part of the budget report and reviewed and recommended new capital investment to go forward to Cabinet. In the current financial year, as well as the enhanced monitoring arrangements referred to at SRCR 0002A above the CASB will also oversee the development of a 10 year capital programme (currently three) linked into the MTFP.
SRCR 0002D Management of Major Capital Schemes	The Council has a Treasury Management Strategy (TMS) in place which incorporates the authorised borrowing limit and borrowing strategy. The TMS is reviewed by Audit Committee and approved by Full Council on an annual basis with the Audit Committee receiving quarterly updates on treasury management activities including any new borrowings. The Council also has treasury	Ian Williams	Jackie Moylan	May 2024	May 2024 - This is not a new control but is now recorded on the risk register in relation to Manor Capital Schemes due to increased borrowing requirement and heightened interest rates.

	management advisors in place who support us in making borrowing and investment decisions.				
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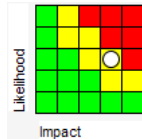

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<p>SRCR 0010 Pension Fund EXTERNAL RISK CURRENT & FUTURE RISK</p>	<p>General market volatility (eg – price and pay inflation is more than anticipated), changing demographics, vulnerable asset classes and any legislative changes could pose a risk to 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.</p>	<p>Finance & Corporate Resources</p>	 <p>Likelihood Impact</p>	<p style="text-align: center;"></p> <p>May 2023 - In the immediate aftermath of the pandemic, stock markets crashed and investments almost everywhere went down, although they quickly recovered and continue to generally increase in value. Within the recent political volatility in the UK (especially following the mini budget in September 2022), there were headlines on the impact on pension funds holding a particular type of investment called leveraged liability drive investment or LDI. These investments are common amongst private sector pension funds, where many funds are closed to new members and cannot tolerate much volatility in their investments. The Hackney Pension fund has not been affected by this issue. Like all local government pension funds, it is open to new members and can afford to invest for the very long term, and tolerate more volatility than most private sector funds. The fund has therefore chosen not to use LDI approaches to manage its investments, so is unaffected by this.</p> <p>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 recent actuarial valuation. We remain committed to the Fund’s policy to reduce exposure to carbon reserves and greater focus on ESG matters.</p> <p>The likelihood of this risk occurring is currently rated as possible, whilst the impact if it did occur would be major, given the potential for the Council to be required to pay additional contributions in the event that the funding position were to deteriorate.</p> <p>In Oct 2015, the Government called for the assets of the 91 LGPS funds in England and Wales to be pooled into 8 pools of approximately £25bn+ of assets. The overall aim is to reduce investment costs and improve the resilience of the LGPS through potential performance improvements. The Council has committed to transfer further assets to the London CIV, but the process is ongoing. Transition of assets results in increased transition risks</p>

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					and potential strategic risks so the process continues to be managed carefully.
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 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.	Ian Williams	Jackie Moylan; Rachel Cowburn	August 2023	Updated May 2023 - ongoing.
FRFSV 0052D Knowledge and Skills	Ensuring those charged with governance of the Fund and for managing the day to day operations have the requisite knowledge and skills to make informed decisions when managing the funding position. Use of external advisers to assist in making investment decisions. There is ongoing monitoring of financial markets and close communication with Pension Fund Investment managers/consultants.	Ian Williams	Jackie Moylan; Rachel Cowburn	August 2023	A revised CIPFA framework has been issued and an updated Council Policy was agreed at Pensions Committee in November 2022. An updated training programme will follow an audit against this new policy in the new administration. Detailed reports are considered at Pensions Committee at regular intervals providing them with the assurance that risks are being managed.
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	August 2023	Reviewed May 2023 –.The triennial valuation is now complete and, emphasising that this is at a point in time and highly sensitive to market conditions, showed the fund as 106% funded. .
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	Ian Williams	Jackie Moylan; Rachel Cowburn	August 2023	Updated May 2023 - All these factors were reflected in the triennial valuation process.

	are transitioned efficiently and within the required timeframes.				
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. 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.	Ian Williams	Jackie Moylan; Rachel Cowburn	August 2023	May 2023 – Transfer of further assets to the London CIV is being considered as part of the current Investment Strategy Review.

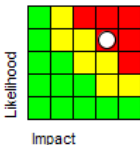

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0013 Impact of New Legislation EXTERNAL RISK FUTURE RISK	<p>The Council may not be able to respond to external influences on legislation and updated policies, thus risking the efficiency and effectiveness of service provision. Also if requirements of any new act are not met, there would be an adverse impact on the Council's legal and reputational standing.</p> <p>As a result of new policies, the Council's financial position may be adversely affected, constraining its ability to invest or progress work in new areas. Many of these policies could also have damaging consequences for the local community and many people currently living in Hackney.</p> <p>Additionally, the impact of new legislation - seen in areas such as Welfare Reform (especially Universal Credit) and in response to the Coronavirus crisis- could result in an increase in rent, service charge, arrears, higher legal costs, increased evictions and pressure on the vulnerable (potentially resulting in homelessness).</p> <p>Further effects of new legislation could be financial, legislative (with a failure to understand the breadth of responsibility) and reputational, directly affecting the local community. There could also be issues amongst the local community in terms of dissatisfaction, lack of understanding and increased financial difficulties.</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center;"></p> <p>May 2023 –The final 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 was put on Benefits as there were massively increased numbers of those claiming UC (and business grants etc), especially post COVID-19. Currently the Election Act 2022 is posing significant challenges with regards to voter's ID, so this is more legislation that is having to be carefully planned for.</p> <p>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.</p> <p>Furthermore there are other forthcoming examples of proposed legislation that could impact on the carrying out of Council functions, and the risk that needs to be managed is</p>

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
					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.
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 2023	May 2023 - 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	Over three years on from the start of the Covid pandemic, and the continuing implementation of future workplace programmes could lead to staff feeling disengaged and unsupported. There may be a lack of cohesion within hybrid teams, disproportionate impacts on some groups of staff, and growing perceived disparities between field based and office/home based staff. Also there have been some inconsistencies in the approach of different teams towards time in the office which could affect overall Service / Directorate cohesion. Ongoing uncertainty around the pandemic situation (with a risk remaining of further strains) 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	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy		 May 2023 – The pandemic added an increased importance to this risk, but things have settled in the last year to return to a more stable state of affairs. 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 did not materialise. However, the adaptation towards a (flexible) return to work may now present new challenges. As of May 2023, most teams have returned to a

	<p>these changes, including the potential to transform services through effective use of data, technology and digital approaches and mind sets. As well as the risk of missing opportunities to deliver more cost effective services, this also risks Hackney failing to meet residents' expectations of the Council's services. Embracing new ways of working is important for the organisation. Failure to do this could result in the Council lacking the dynamism to succeed in effectively utilising opportunities open to it.</p> <p>There is also the additional risk that amidst an atmosphere of financial reductions and redundancies (and the aftermath of the 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 or leaving the organisation.</p>			<p>hybrid approach to work, of two days in the office and the rest home working.</p> <p>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. Some backlogs do remain however.</p> <p>There has been notable change within the Senior Leadership at the Council over the last couple of years and further restructures are planned or taking place in different services around the Council. These are being carried out for a variety of reasons including improving team's organisational efficiency, adapting to new ways of working and also in some areas due to cuts to funding.</p> <p>The latest Staff Engagement Survey was completed at the end of 2021 (with another scheduled for later in 2023) 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.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0018 a Workforce & Skills</p>	<p>Investing in staff skills and digital leadership across all services</p> <p>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.</p> <p>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 initial pilot 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 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.</p>	<p>Mark Carroll, Ian Williams</p>	<p>Stuart Thorn, Rob Miller</p>	<p>Dec 2023</p>	<p>May 2023 - Updated and ongoing.</p>

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,	Dec 2023	May 2023 – 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 2022, points towards the current 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	Dec 2023	New Corporate and Community Strategy (2018-2028) reflect this.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
FR IT 0001 Information Assets INTERNAL RISK FUTURE RISK	<p>The Council holds a wealth of information assets across its services. It is essential that this is managed in compliance with requirements such as the Data Protection Act, the NHS IG Toolkit and also the General Data Protection Regulation (which came into effect from May 2018). Failure to do this creates serious regulatory / legislative risks for the Council.</p> <p>It is also essential that the Council is able to use these information assets effectively to commission and deliver high quality services, reduce costs and work in partnership with other agencies and providers.</p>	Finance & Corporate Resources		<p style="text-align: center;"></p> <p>May 2023 No substantive change to the risk.</p> <p>The Council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements.</p> <p>The Council is continuing to work closely with the Information Commissioner's Office to support their investigation into the criminal cyberattack on the Council in October 2020.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
FR IT 0001a Information management	<p>Ensure effective information management policy and processes are in place so that the Council meets the requirements of the Data Protection Act / other legal and regulatory compliance arrangements.</p> <p>Ensure that the Council's information assets are managed robustly and used effectively to provide insight and to integrate Council and partner services, and deliver the maximum benefit to residents and businesses.</p>	Ian Williams	Rob Miller	May 2023	<p>May 2023 The Council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements.</p>

	This will be an ongoing activity (no fixed end date).				
FR IT 0001d Third party information sharing	<p>Ensure that we can do business efficiently and seamlessly by having appropriate data sharing agreements in place.</p> <p>It will be critical to ensure that control requirements are assessed and the implications for Hackney users are clear and proportionate (eg. some third parties require controls that would excessively restrict the Council's use of systems and buildings etc, and these may be barriers to information sharing).</p> <p>This is an ongoing activity (no fixed end date).</p>	Ian Williams	Rob Miller	May 2023	<p>May 2023 Responsibility for appropriate information sharing is the responsibility of Information Asset Owners, supported by the Information Management Team who provide advice on the application of the relevant Council policies to services' information sharing arrangements.</p>

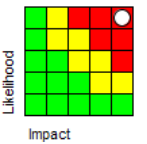

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0020 Corporate (ICT / Business) Resilience.</p> <p>INTERNAL RISK FUTURE RISK</p>	<p>(Risk that) the Council does not have effective and up to date business continuity arrangements which are robust and tested to provide assurance of service continuity in the light of a major incident affecting its business. This could impact on service delivery throughout the organisation.</p> <p>There is also a risk that Business Continuity Plans across the Council's services do not accurately reflect the disaster recovery provision that is available. This could result in services not being able to invoke their continuity plans effectively due to incorrect assumptions.</p>	Finance & Corporate Resources		<p style="text-align: center;"></p> <p>May 2023 - Since the cyberattack of 2020 our recovery work has accelerated progress in delivering the 'web first' systems model that we had set prior to the attack. This has significantly reduced dependencies between systems and moved services to the most modern cloud based platforms available, meaning that the potential broader impacts of systems outages are significantly reduced.</p> <p>The benefits of this approach were demonstrated during the COVID-19 lockdowns where services were able to continue operating effectively throughout the shift to home based working for many staff, and also following the cyberattack of October 2020 (which impacted on all of the Council's internally hosted systems but not cloud hosted services such as Google Workspace, the Council's website and intranet, and other critical systems).</p> <p>BC Plans continue to be consistently reviewed, coordinated by the Council's Emergency Planning team.</p> <p>The Council has plans for further exercising of its ICT recovery plans in 2023.</p>

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Date	Control - Latest Note
FR IT 0003a Resilience of ICT systems / Disaster Recovery	<p>Since the cyberattack of 2020 our recovery work has accelerated progress in delivering the 'web first' systems model that we had set prior to the attack. This has significantly reduced dependencies between systems and moved services to the most modern cloud based platforms available, meaning that the potential broader impacts of systems outages are significantly reduced.</p> <p>It must be noted that it is not possible to totally mitigate risks of systems being unavailable so Council services must ensure that their Business Continuity Plans include plans in the event that ICT systems are not available and include plans for extended unavailability of their ICT systems.</p>	Ian Williams	Rob Miller	May 2023	<p>May 2023 The ICT service's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets quarterly.</p> <p>While previous audit review in late 2019 provided a significant level of assurance in the Council's DR provision, this relates to the previous architecture which is no longer in use. The Council has plans for further exercising of its ICT recovery plans in 2023 and will work with internal audit to plan for review of the new cloud based platform arrangements in due course.</p>
FR IT 0003b Review of Business Continuity Plans across the Council's services.	<p>The Corporate Business Continuity Manager is supporting service managers across the Council in carrying out a review of their Business Continuity Plans. This is designed to identify critical services and their continuity requirements, and will help ensure that their plans are based on accurate expectations of the provision available.</p> <p>It is planned to implement a rolling 18 month schedule of review for all the council's BCPs. This will be in place following the current review of BCPs across all services, which has pretty much been completed within the last six months.</p>	Ian Williams	Aled Richards	May 2023	<p>May 2023 No further specific update. The Council's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets quarterly.</p> <p>Also, the corporate review of Business Continuity Plans has been completed.</p>
SRCR 020A -Corporate Resilience Forum	<p>A Corporate Resilience forum has been established and will take overall strategic lead reporting to CLT. However the specific ICT issues are still managed by ICT themselves.</p>	Rob Miller	Cross Council	Ongoing	<p>From paragraph 1.1-1.2 of the CRF report:</p> <p>1:1 The CRF oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. 1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS.</p> <p>Regular meetings continue to occur (most recently in April 2023).</p>

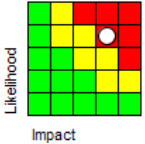

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
SRCR 0023 Person suffers significant harm, injury or death EXTERNAL RISK FUTURE RISK	If risks are not adequately assessed and protected, a child, young person or adult could suffer significant injury or death attributable 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 2023 – This remains a high risk, and some recent incidents illustrate its importance.	
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	Rory McCallum	Sept 2023	May 2023 - 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 Ensure staff have the necessary skills to ensure risk and need are properly assessed	The Directorate as a whole understands areas of high risk and works together to mitigate risk in relation to individual children by joint training and development and joint monitoring of practices across the services.	Jacqui Burke	Diane Benjamin	Sept 2023	May 2023 - Individual case supervision between managers and allocated social workers is the mechanism that ensures that children are safe and plans for them are progressing in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports. Work is currently underway to develop an additional reflective group supervision model that will enable sharing of best practice and encourage collective problem-solving. A Workforce Development hub 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	Sept 2023	May 2023 - Ongoing, monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Independent Reviewing Officers. In April 2022, CFS resumed the use of Mosaic since the cyber attack in October 2020. In July 2022 our digital maturity journey reached another milestone with the resumed use of live reporting tools provided by Qlik Sense, enabling managers once again to closely

					monitor performance in real time to drive improvement in what we achieve for children.
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	Sept 2023	<p>May 2023 - 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.</p> <p>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.</p> <p>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.</p>
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.	Helen Woodland	Georgina Diba	Sept 2023	<p>May 2023 - ongoing.</p> <p>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.</p>

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
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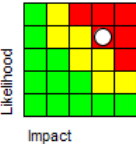
<p>SRCR 0028 CYPS, SEND funding –Escalating SEND spend has an adverse impact on Hackney Education and Council budgets.</p>	<p>The number of pupils eligible for EHC Plans continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit. This poses a serious and unsustainable financial risk.</p>		<p style="text-align: center;"></p> <p>May 2023: 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. The LA is now part of the Better Value Programme, which is currently in the logistics stage.</p>
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Control Title	Control Description	Service Manager	Control - Latest Note
<p>SRCR 0028 a Forecasting of financial impact of SEND budget pressures.</p>	<p>Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan result in medium 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.</p>	<p>Jacqui Burke; Sajeed Patni</p>	<p>May 2023: Hackney is working with the DfE through the Better Value SEND programme to agree an action plan for the deficit. The statutory override which allows the deficit to be carried on the Councils balance sheet has also been extended to March 2026.</p>
<p>SRCR 0028 b Ongoing work to develop plans/strategies to control/manage SEND spending.</p>	<p>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.</p> <p>The cost management plan is regularly reviewed by STAG and via the Better Value DfE programme.</p>	<p>Jacqui Burke, Nick Wilson</p>	<p>May 2023: An external finance consultant has been commissioned to review funding to special schools. (completed 1st February 2023), additional resource provision and to update the business case for the expansion of places for children with EHC Plans.</p>
<p>SRCR 0028 c Risk 07 - Changing the culture of SEND in schools and Hackney Education to implement the action plan.</p>	<p>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.</p>	<p>Jacqui Burke, Nick Wilson</p>	<p>May 2023: The Graduated Approach and Team Around the School (TAS) commenced in September 2022. Positive engagement, however this is a long term programme to deliver the cultural change required.</p>
<p>SRCR 0028 d – The initiation of EHCP assessments is rigorously reviewed</p>	<p>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.</p>	<p>Jacqui Burke, Joe Wilson</p>	<p>May 2023: Robust panel process is in place to consider all requests for assessment based on the LA's graduated response for SEND. Current data (2022) shows 30% of requests declined.</p>
<p>SRCR 0028 e – The costs of providing ECHPs is born equitably across agencies</p>	<p>All agencies need to contribute to the costs of the Education & Health Care Plans through the joint commissioning budget.</p>	<p>Jacqui Burke, Nick Wilson</p>	<p>May 2023: Joint Assessment Panel overseas bi and tri funding arrangements.</p>

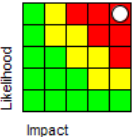

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0027 b – Risks posed to children not in school, particularly those attending unregistered schools and settings. EXTERNAL RISK FUTURE RISK</p>	<p>Safeguarding considerations for those pupils who are not registered at a school – Electively Home Educated pupils, children missing from education, children attending unregistered settings, children who are yet to be allocated a school place etc This is the particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that HE must work with partners to ensure effective and robust identification, tracking, consultation and referral.</p> <p>Unregistered centres are neither known to, nor inspected by Ofsted, raising potential issues relating to the wellbeing and safeguarding of children and young people in the borough. HE does not have any statutory powers or reporting requirements in regard to the registration of independent schools.</p> <p>As well as the potential risk around safeguarding and lack of knowledge and intervention in regard to those young people attending such settings, there are clear reputational risks for 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.</p>		<p style="text-align: center;"></p> <p>May 2023: The schools bill was to address this area yet the bill has been cancelled and the DfE will not be pursuing additional powers. Work to implement the controls is ongoing, however the risk remains unchanged.</p> <p>This risk has been merged with the previous Corporate HE risk relating to Serious Safeguarding failure as both are connected.</p>

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 are 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; Kate Cracknell	May 2023: On identification of a new unregistered education setting (UES), the UES protocol is enacted which ensures the partner with the most agency is able to take all actions possible within the current framework (12 UES protocols enacted in 2022). Any illegal school or unregistered schools (as opposed to UESs which are different and have a different landscape in terms of partners' leg
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; Kate Cracknell	May 2023: This risk continues to be very high - we have around 1000 known CYP in UESs in the Orthodox Jewish community (figures correct as of December 2022). The risks around this situation are shared at UES strategic group meetings, as well as to our Scrutiny Commission annually (report delivered on 16/1/23). CHSCP continues to work with partners to provide a safeguarding offer to UESs but there is no uptake to date.
LT 1617 Risk 03: Ongoing dialogue between HE, 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; Kate Cracknell	May 2023: This continues, Ofsted sit on our UES protocol meeting (when we identify a new UES) and CHSCP continue to lobby government around this issue. Jacquie Burke has also written to the secretary of state following the shelving of the Schools Bill in December 2022, which has meant we have now no possibility for progress in this area based on current government plans.

<p>LT 1617 Risk 04: Continuing attempts at engagement with unregistered settings are made by HE to reduce the likelihood of pupils being put at risk.</p>	<p>In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue.</p>	<p>Jacqui Burke; Kate Cracknell</p>	<p>May 2023: Hackney Education has a dedicated officer in this area of work, and much of their work is relational - it is through this work we are able to identify most of our now known UESs. However without clearly defined statutory responsibilities progress cannot be guaranteed towards establishing the safety of children in Hackney attending UESs</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p>SRCR 0046 NEW RISK Surplus school places EXTERNAL / INTERNAL RISK CURRENT RISK</p>	<p>Surplus primary school places result in financial pressure on schools and threatens their long-term viability. Projected figures suggest this risk will intensify and increasingly affect secondary schools as the years pass. This places a serious financial burden on HE, and the Council.</p>	<p>Children and Education</p>		<p>NEW RISK May 2023: This risk was proposed by HE SLT to be escalated to the Corporate Risk register in March 2022. This was as a result of the clear reduction in demand for primary school places and the consequent financial impact that would create due to less funding for places. Within HE, the Risk Review Group noted the continued increase in surplus primary places. This risk will be continually reviewed, and maintains its current rating and impact.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p>LT 1112 Risk 23 Regular review & oversight of various pupil demand data</p>	<p>Regular review of GLA school roll projections data allows oversight and summary of changes to the potential pupil cohort and ultimately potential future demand for places. School roll projections from GLA (for primary) and internally (for secondary) provide a good indication of future demand.</p>	<p>Jacqui Burke</p>	<p>Nick Wilson</p>	<p>Sept 2023</p>	<p>May 2023: GLA projection has been reviewed.</p>
<p>LT 1112 Risk 25 Regular monitoring of reception & secondary transfer applications</p>	<p>Whilst primary applications can be volatile in nature, secondary applications are more predictable. Regular monitoring of numbers of applications received compared to numbers expected allows the Admissions Team to identify and respond to any perceived under-submission. This also gives confidence in the projections being collated.</p>	<p>Jacqui Burke</p>	<p>David Court</p>	<p>Sept 2023</p>	<p>May 2023: Demand for secondary places remains stable for the 23/24 academic year. While there are 43 fewer on-time Hackney residents applying at secondary transfer (Sept 2023 admission) compared with the previous year, the number of first preferences expressed for Hackney secondary schools has increased by 38. View stats here. Demand for reception places continues on a downward trend. There were 38 fewer on-time Hackney residents applying at reception (Sept 2023 admission) compared with the previous year. This represents a 1.8% drop (against a 1.3% drop in numbers across all of London) The number of first preferences expressed for Hackney primary schools has dropped by 133 compared with the previous year. View stats here.</p>

LT EDU 2122 Risk 26 Regular monitoring by School Place Planning Group & SLT	Review data and make recommendations for SLT decision regarding proposals to manage surplus places	Jacqui Burke	Nick Wilson	Sept 2023	May 2023: Recommendations have been made to SLT.
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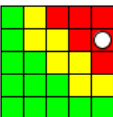

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0030 Pressures on Temporary Accommodation INTERNAL RISK CURRENT RISK	<p>The demand on temporary accommodation (TA) for homeless households exceeds the supply of property suitable for use, and also causes a clear shortfall between the subsidy provided and the actual cost of meeting TA need. This could result in serious difficulties in providing an effective provision for the accommodation of vulnerable children and adults, and also impact adversely on available budgets. This all produces financial, reputational and legislative (in terms of abiding by the Homelessness Reduction Act) risks. 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 of housing with support.</p>	Finance and Corporate Resources		 <p>May 2023</p> <p>Local authorities have a statutory duty to provide accommodation for homeless households that have been defined as being in priority need and unintentionally homeless, and are obliged to secure temporary accommodation (TA) for that household as an interim measure whilst a longer-term alternative becomes available.</p> <p>The 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. The YTD figure shows that for 2022/23 the total number of approaches is up by 14% on the previous year.</p> <p>Overall for 2022/23 we have seen successful homelessness and relief outcomes fall by 22%, this has been exacerbated by the cost of living crisis and the lack of affordable housing.</p> <p>Family and friend exclusions are still the highest reason for approaches accounting for 39% of all approaches, followed by end of private tenant tenancy at 22%.with eviction from supported housing being the third highest reason for approaches at 6%. Since April 2022 we have seen a further 8% increase in households requiring temporary accommodation with an increase seen in those fleeing domestic violence and gang violence. Homeless households are still presenting on the day and are placed wherever there is accommodation available, currently Peterborough.</p> <p>The amount of temporary accommodation needed to fulfil demand for homeless households continues to increase. Current TA levels are on the increase, 3020 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. Despite c.2000 temporary accommodation units within the borough, demand far outstrips supply.</p> <p>We have seen major changes this quarter:</p> <ol style="list-style-type: none"> 1. In Quarter 4 the number of Prevention assessments due to the issue of a valid Section 21 notice increased by 127% when compared to the average number for the

				<p>previous quarters. This is also reflected in the figures for the reason for the loss of main accommodation with an increase of 49% in the loss of AST or private rented accommodation when compared to the average figure for the previous 3 quarters.</p> <ol style="list-style-type: none"> 2. Temporary Accommodation providers are now leaving the market with currently 147 properties requested back from the Council. There is no alternative temporary accommodation available to move these families into and therefore the Council is being pursued legally for these properties to be returned. 3. Even procuring temporary accommodation, in Peterborough and further afield is becoming more difficult, with the Service unable to procure any provision on some days. Meeting rooms in hostels are being utilised with temporary shower pods and beds to provide emergency provision which is constantly full. 4. Out of Hours demand has increased. 5. Increased competition from the Home Office for their Asylum accommodation programme is affecting LA's ability to procure property and observe agreed Pan London rates across London. <p>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.</p> <p>However, this programme is no longer enough and an urgent injection of stable temporary accommodation is needed. Purchasing of properties and negotiations with investment companies is progressing. Alternatively, investment in supported accommodation schemes would free up temporary accommodation and return it to its original purpose.</p> <p>The sheer volume of TA units, the increasing rates of providers, an increase in utilities and repairs and maintenance costs means that temporary accommodation expenditure will continue to rise this year and next. The score has now risen to the maximum reflecting the intense pressures.</p>
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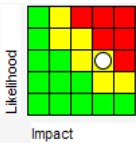

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0030a Utilising all available accommodation	Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision.	Ian Williams	Jennifer Wynter	Sept 2023	May 2023- 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. Additionally, Phase 4 of the WDE regeneration project means the rehousing of 100+ TA households in the next year to provide for demolition.

<p>SRCR 0030b Make best use of the provision of discharge of duty into the private rented sector</p>	<p>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.</p>	<p>Ian Williams</p>	<p>Jennifer Wynter</p>	<p>Sept 2023</p>	<p>May 2023 - The Benefits and Housing Needs Service has formally discharged the Councils housing duty by securing tenancies for 175 households into the private rented sector for 2022/23.</p> <p>For the first time we are starting to see the constriction of the private rented sector in Hackney.</p> <p>The number of private rented sector (PRS) lets achievable are dependant on three variables:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>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 Central Government has reduced their procurement targets from 4000 units pa to 1000 pa in recognition of the tough market and they have now allowed them to pursue out of London procurement for Privately Rented Properties. Capital Letters are averaging the provision of one property per month to the Council.</p> <p>Previous out turn is below: 2018-19 = 88 2019-20 = 118 2020-21 = 466 2021-22 = 391 2022-23= 175</p>
<p>SRCR 0030c Observe pan London cap on nightly paid accommodation procurement</p>	<p>Maintain influence on the rental market by continued observation and no breaches (except emergency disabled accommodation) of the agreed Pan London TA rent cap.</p>	<p>Ian Williams</p>	<p>Jennifer Wynter</p>	<p>Sept 2023</p>	<p>May 2023 - 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 Pan London rate has been increased by up to 10% which has had little effect in the current market due to the shortage of supply..</p>
<p>SRCR 0030d Provide appropriate accommodation with support for mental and physical needs</p>	<p>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</p>	<p>Ian Williams</p>	<p>Adults Social Care Commissioning</p>	<p>Sept 2023</p>	<p>May 2023 - It is Adult Social Care who now provide and commission supported accommodation for Hackney.</p>

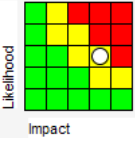

	<p>this client group and do nothing to mitigate the risk of further deterioration and suicide and in some cases increase the risk. Look to provide a housing option and support that suits mental, physical and behavioural needs - ie dual diagnosis specialist schemes and additional housing first. First chance, last chance saloon assessment model needed in addition.</p>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0036 – Universal Credit full roll out EXTERNAL RISK FUTURE & FUTURE RISK</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Chief Executive (leads on this)</p>	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center;"></p> <p>May 2023 - 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.</p> <p>This development increases the level of risk which we will have to respond to.</p> <p>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.</p>

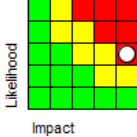

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
FR RV Impact of Universal Credit	A partnership involving DWP JCP, several Council services and external partners maintains a partnership plan which identifies and addresses key risks under review. 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-2023	May 2023 - DWP have confirmed that roll out will be phased and have shared which groups on which benefits will be impacted first. The initial cohorts are small. We have discussed further with DWP to understand what transitional support will be in place and identify actions to mitigate impacts together and have asked them to start briefing council services and partners, work that began this month.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0035 – Setting up Council owned companies INTERNAL RISK FUTURE RISK	<p>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.</p> <p>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.</p>	Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy	 Likelihood Impact	 May 2023 - 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 couple of years, 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

					<p>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.</p> <p>Further commentary from professional service firms on this have suggested the quality of risk assessment and risk management arrangements when investing in commercial activities has often been poor at some councils. Sometimes the desire for them to be a success has overshadowed an appreciation of risk management, with large amounts borrowed to invest in companies, yet lacking the level of risk oversight one would expect to see at equivalent commercial investment management companies. Analysis suggested some councils chose to continue funding companies rather than face the reputational damage of winding up a loss making company. The importance of independent, high quality and impartial investment advice was stressed. Oversight and proper governance will always be essential here.</p>
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0035a- Setting up Council Owned Companies	<p>All companies are being developed in accordance with prescribed procedures which will ensure that the resources, expertise and capacity needed to establish these functions is in place, and the necessary legal due diligence is done, with appropriate support provided by relevant Senior Officers, and where necessary, external parties. At Hackney there is:</p> <ul style="list-style-type: none"> • Strong emphasis on the role of statutory officers, including regular meetings of Chief 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" 	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Louise Humphreys	Dec 2023	<p>May 2023 -</p> <p>A guidance note on Alternative Service Delivery Vehicles was agreed by CLT in August 2021 for use when such vehicles are under consideration.</p> <p>This sits alongside a guidance note prepared by the Legal Service on Directors' Responsibilities.</p> <p>A protocol on the Governance of Council Interests in Companies has been developed for inclusion in the Council's Constitution. The revised edition of the Constitution is due for adoption by Full Council in July 2023. This Protocol will ensure:</p> <ul style="list-style-type: none"> - New or significant changes in the operations of a company must 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." - Cabinet (in its capacity as representing the Council as shareholder) will receive, on an annual basis, a report from each local authority company for financial reporting and reporting as against the business plan. This enables 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	
<p>SRCR 0036 Insourcing</p> <p>INTERNAL RISK FUTURE RISK</p>	<p>The Council makes a decision to insource more services that it can properly handle and this has a negative impact on service delivery. It also proves a false economy as initial savings become overtaken by increased costs when potentially unseen demands of bringing a service back in-house unfold.</p> <p>Yet, there is also an opportunity to this risk. If the decisions on insourcing are taken judiciously with regards to in-house capabilities, strategic objectives and potential savings, there is the chance for the Council to benefit from a decision to bring work back 'in-house'.</p>	<p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy</p>			
				<p>May 2023 - 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.</p> <p>Between January 2020 and March 2022, five services worth £11.6m will have been insourced under the policy, including:</p> <p>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</p> <p>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.</p> <p>Parking enforcement, worth £5.6m, with 132 staff due to be brought back in-house in March 2022.</p> <p>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 January 2021, and distributed to all relevant parties.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p>SRCR 0036a Insourcing – approach.</p>	<p>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</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Rotimi Ajilore</p>	<p>Sept 2023</p>	<p>May 2023 - 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.</p> <p>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.</p>

	pertinent questions, any risks or opportunities concerning insourcing should be satisfactorily managed.				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.
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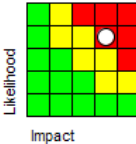

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
SRCR 0039 Climate Change / Climate Emergency EXTERNAL RISK CURRENT & FUTURE RISK	<p>The Council fails to meet its own commitments to take constructive steps to tackle the climate emergency. The expectation of change required (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.</p>	Climate, Homes and Economy leading (but applying to all Directorates)	 <p>Likelihood</p> <p>Impact</p>	<p>May 2023 </p> <p>The impact is categorised as 5, as despite having our net zero targets, which are clear, the consequences of not achieving them (both operationally and reputationally) would be severe. The likelihood remains at level 3. The Climate Action Plan (CAP) is scheduled to be approved in May (and on target). The Council's actions for the next three years are set out in the Implementation Plan and this will go to Full Council in July. There is still a significant amount of cross organisational work to be undertaken to embed climate action, and whilst the funding and resourcing strategy identifies those actions that have planned spend, and those that have a sound business case, funding for decarbonisation on some other more ambitious actions remains a key issue.</p> <p>In light of the clear evidence of climate change only progressing ever more rapidly, along with time moving closer towards the 2040 target (2030 for net zero across key functions), it seemed reasonable to raise the likelihood from a 2 to a 3 at the end of last year (the score remains the same a few months into 2023) - the impact necessarily remains at the maximum score.</p> <p>The CAP provides 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 plan is for everyone - and, through our consultation and the ongoing actions in the plan, the CAP intention is that we want to make sure that everyone knows how they can influence and benefit from a greener Hackney.</p> <p>The CAP is set out under five key themes - consumption, buildings, transport, adaptation and environmental quality - it sets out how residents, businesses and institutions, community groups and organisations and the Council could work together to tackle the climate and ecological crisis.</p>

						<p>Alongside this plan is the Council's draft three year Implementation Plan (IP) that sets out the key actions that the Council will progress in the period of the CAP, considering where the Council has direct control and most influence to maintain momentum with its own climate response. The IP will be reviewed annually and form part of the current annual reporting commitments, detailed service delivery plans for the specific projects will sit underneath</p> <p>Further, whilst the Council's own emissions only contribute to 5% of the Borough's emissions. However, the Council must continue to lead by example, and is therefore rejoining the UK100 network of Councils, committing us to reaching net zero emissions by 2030 across key functions.</p> <p>The Council's ability to deliver capital and resource intensive actions within the implementation plan is largely contingent on the impact of recent economic shocks in the UK and beyond. These are likely to have a bearing on the capacity of the Council to deliver our climate responses in the short and medium term; particularly if there is a reinvigorated period of public sector austerity.</p>
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note	
<p>SRCR 0039a Councillors have approved motion committing to a series of actions</p>	<p>Council commitment:</p> <ul style="list-style-type: none"> - 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, 	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	<p>Aled Richards</p>	<p>Ongoing</p>	<p>May 2023 - 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.</p> <p>The CAP is scheduled to be approved in July 2023, having been out for consultation for the previous six months.</p>	

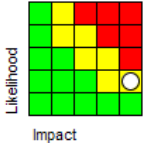

	<p>heating and cooling from renewable energy and eco build, food and waste.</p> <ul style="list-style-type: none"> - Involve, support and enable residents, businesses and community groups to accelerate the shift to a zero carbon world, working closely with them to establish and implement successful policies, 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 				
<p>SRCR 0039b Hackney Light and Power.</p>	<p>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.</p> <p>To maximise carbon emission reduction the energy services arm will:</p> <ul style="list-style-type: none"> 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 improve residents' health and well being promote an inclusive economy and contribute to the nationwide green agenda help make Hackney a sustainable, green borough 	Corporate Directors		Ongoing	<p>Hackney Light and Power was officially unveiled as a publicly-owned energy services arm of the Council on November 1st (2019).</p> <p>From the off, the primary objective of the energy arm is to help deliver the ambitious decarbonisation pledges included in its climate emergency motion.</p> <p>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 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.</p> <p>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.</p>
<p>SRCR 0039c Communication</p>	<p>Communication is key, with the Council getting the correct message out both internally and externally</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p>	Comms	Ongoing	<p>May 2023 - There has already been lots of coverage in local papers and online about Hackney's progress. During the pandemic, there was the opportunity to close roads and convert more space for cyclists and pedestrians. There has also been an increase in school streets and lower traffic neighbourhoods.</p>
<p>SRCR 0039d Cross Council</p>	<p>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</p>	<p>Mark Carroll; Ian Williams; Jacqui Burke; Helen</p>	Aled Richards	Ongoing	<p>May 2023 - 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. A recent positive example was the Council winning a</p>

involvement at all levels	this happening can be seen within Fleet services and the ongoing work with the NLWA.	Woodland; Rickardo Hyatt			share of £2.5 million of government funding for more electric vehicle (EV) charging points. There are 346 charging points in bays and on lampposts in Hackney so far, and the Council has plans to reach 3,000 electric vehicle charge points by 2030. Hackney Council has been awarded £4,500,000 as part of the Social Housing Decarbonisation Fund and Home Upgrade Grant, which is expected to help improve the energy efficiency of homes and public buildings.
SRCR 0039e North London Waste Authority (NLWA) Partnership	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p> <p>Hackney's 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.</p>	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Aled Richards; Sam Kirk	Ongoing	May 2023 - control in place and ongoing, and Lead Member for Environment and Transport now the Vice Chair of NLWA.
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	Mark Carroll; Ian Williams; Jacqui Burke; Helen Woodland; Rickardo Hyatt	Aled Richards; Sam Kirk	30 June 2023	May 2023 This service is now business as usual. The recycling rate improved last year after the introduction of fortnightly waste collections, and reached a high of 31% but the end of year out turn was 29%. Reductions in recycling rates have been seen across North London boroughs, likely

<p>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.</p> <p>The expected outcomes of introducing fortnightly collections of residual waste include:</p> <ul style="list-style-type: none"> • 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 CO2eq per tonne of material recycled/composted. This would indicate a potential benefit of around 2,910 to 2,680 tonnes CO2eq savings. 			<p>reasons due to light weighting of packaging, consumer choices, in part due to the cost of living crisis, and the impact of a very dry summer.</p> <p>The Reduction & Recycling Plan has been sent to GLA for approval, it contains recycling rate forecasts and a list of actions to reduce waste and increase recycling in the borough for the next three years</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>SRCR 0043 Recruitment and Retention / Workforce. EXTERNAL / INTERNAL RISK CURRENT RISK</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Finance & Corporate Resources</p>		<p style="text-align: center;"></p> <p>May 2023 This remains on the Corporate register, reflecting its severity. Previously, it had been recorded as a risk at Service level but was taken off this register following the successful completion of the ICT restructure in 2020.</p> <p>Significant market pressures and demand for digital skills, with high turnover within the Council (particularly at Senior level) and other employers who need similar skills, have necessitated its inclusion again. There are also similar pressures in other areas such as social work, highway engineers, school nurses and auditors.</p>

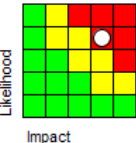

Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0043a Recruitment and Retention (ICT)	The ICT service will work with HR / OD to carry out the following suggested mitigations: - review recruitment strategy and identify other measures which 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-Aug-2023	May 2023 The ICT restructure has completed and is in the final stages of implementation. This has included benchmarking of roles against the market and comparator councils and continuing the Council's substantial commitment to apprenticeships and career progression. The Council is continuing to work 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 and career progression (https://loti.london/resources/jd-library/). Recruitment to vacant roles following the completion of the restructure is anticipated in late spring / early summer.
SRCR 0043b Training and development	Training and development needs for all staff have been captured from yearly appraisals and 1-2-1 documents. All HR procedures are followed correctly to ensure staff are valued and treated appropriately whilst at work. Where possible acting up and secondment opportunities are made available to staff. This helps contribute to an improved experience of working at Hackney and to an extent, mitigates the risks of absences and departures.	Ian Williams	All managers	31-Aug-2023 - Ongoing	May 2023 Staff training and development needs will be assessed as part of the work to deliver and embed the new service structure for ICT.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
* SRCR - 0044 Major Power Outage	A serious power outage has the ability to severely disrupt all critical systems, resulting in greater consequences than typical utilities failures. The overall impact of this for the Council could be extremely severe with a potential loss of essential services, particularly transport, food, water, fuel, gas, security (CCTV), finance, communications and education. These losses of services could cause local people serious physical and psychological issues - particularly in winter (attempting to	ALL		 May 2023. The likelihood for this risk is comparatively low, although there are precedents of similar problems elsewhere in the world. The potential impact is sufficiently high however for this to be considered as a Corporate risk for Hackney. Also with the current energy crisis, international conflicts, increased usage and ongoing climate change, the external environment is more tumultuous than

	<p>keep warm) and especially for the more vulnerable members of the community. Additionally economic damage would also occur, particularly to business. The Council would find it extremely difficult to carry out even a threadbare version of its key services, and with anything longer than a short term outage, the risks and impacts would intensify massively.</p> <p>Hackney Council has identified two specific risks within this broader area. The first relates to a more regional outage where the Borough would suffer (pre planned) 3 hour postcode outages. This would be more easily survivable than the risk of an (up to) 7 days entire failure of the national grid, most likely after a winter storm, or during a cold snap. If this did occur, the impact on the Council would be extremely serious and incredibly challenging to manage. Disruption to service delivery would be extremely serious.</p>		<p>before. Clearly the short term regional outages would be more likely than the entire failure of the grid.</p> <p>On 1 December 2019, 8,000 homes in Falkirk, Scotland were left without gas for heating, cooking and hot water due to a system failure. The outage forced the closure of many schools the following day. The majority of properties were reconnected within 48 hours. The UK has never experienced an electricity failure affecting an entire region or the country as a whole. However, similar events have occurred internationally. In 2019, tens of millions of people in Argentina, Uruguay and Chile were left without power following a failure in the electricity system.</p> <p>During the winter of 2022/23, it was reported The UK was facing "a significant risk" of gas shortages, according to the industry regulator, which could impact electricity supplies. Ofgem said due to Russia's war with Ukraine, the UK could enter a "gas supply emergency". This would lead to supplies being cut to power stations which use gas to generate the country's electricity. It may place firms at risk of running out of money because of huge charges if they could not deliver electricity. Tentative plans for 3 hour blackouts were revealed within government documents, although this planning was speculative at this stage. The fact it was being seriously thought about suggests it was possible. These shortages did not materialise in the end but remain something on the radar, particularly for the winter of 2023/24. This was a new risk at the end of 2022, and will remain on the Corporate radar.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
SRCR 0044a	<ul style="list-style-type: none"> - Exercise Electric Lemur held in December 2021 that tested and explored our multi-agency response to a national power outage - A local Multi-Agency Power & Communications Outage plan has being developed. Lots of communication and planning with multi agency partners is taking place. - Additional backup generators have been acquired, along with other useful resources. - A 24hr load test of back up power arrangements has been tested at Stoke Newington Town Hall. Also a 6 hour power backup load testing is planned for Hackney Town Hall and Hackney Service Centre. - Work has commenced at providing backup power to Millfields bunkered fuel stocks - Issue - work has currently stalled due to asbestos issues. - Need identified to test HTH and HSC backup power, however no date yet set for a load test. - Strategically located power resilient rest centres have been identified - however the greenlight to proceed with works to make these sites power resilient has yet to commence. - 3 key things message being developed for all staff, to help them remember what to do in the event of a prolonged power outage - Scoping is underway to exercise all out of hours and 'P1' council services business continuity to a 3 hour power outage. 	Mark Carroll, Rickardo Hyatt, Ian Williams, Helen Woodland, Jacquie Burke	James Groom	31/9/2023	Most of these controls are in place to mitigate any potential impact, and managed within Hackney by the Emergency Planning & Response team.

SRCR 0044b - BCPs	For either of these risks becoming a reality, reference to Business Continuity Plans would be an important response. Across the organisation, the vast majority of BCPs are up to date, with an ongoing / rolling programme of reviews taking place amongst Services. A separate testing and maintenance regime should also be in place across the Council to provide assurance that methods to assist mitigate this risk are fit for purpose.	Mark Carroll, Rickardo Hyatt, Ian Williams, Helen Woodland, Jacque Burke	David Blair-Reid	31/9/2023	The BCPs are constantly being assessed and updated depending where they stand in the review cycle.
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
SRCR 0045 NEW RISK Reduction of the use of residential placements EXTERNAL / INTERNAL RISK CURRENT RISK	The main areas of pressure for Children and Family Services continue to be on looked-after children (LAC) and leaving care (LC) care arrangements costs. Corporate Parenting is forecast to overspend by £2.8m after the use of £2m commissioning reserves (as at February 2023), largely driven by a change in the profile of care arrangements linked to the complexity of care for children coming into the service. There are also more children within high cost bespoke packages than in previous years and this has caused upward pressure on cost for the service this financial year. At the start of this financial year we have seen a reduction in the use of residential care arrangements, however the costs are increasing in residential care and semi-independent care arrangements due to care providers being faced with the challenges of rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council.	Children and Education		 May 2023 - One of the main risks for the directorate is the cost of living and fuel price crisis, and the potential impact that it will have on the cost of service delivery going forward. It is difficult to estimate the impact that the cost of living crisis will have across services, however we can expect care providers to seek greater inflationary uplifts to care placements than in previous years. This risk is a new escalation to the Corporate register in Dec 2022 - a reflection of the intense pressures the economy is placing on Services.	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
SRCR 0043a Reduction of the use of residential placements	Management actions of £1.5m have been identified and these are factored into the forecast when delivered. These include reductions in the number of residential placements. A forensic review of the top 20 high cost placements; As part of the forensic analysis of residential placements, the service is targeting a reduction of five residential placements (costing on average £200k per annum, per placement).	Jacque Burke	Diane Benjamin	31/10/23	May 2023 - These controls will be assessed throughout 2023 with regular reporting on progress to SMT and through the monthly OFP report.