

Hackney Corporate Risk Register December 2023

Report Type: Risks Report



Generated on: 1 December 2023

| Risk Title | Description of Risk | Directorate | Current Risk Matrix (with controls) | Risk - Latest Note |
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| <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 4.6% (a sizable 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>December 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 was finally agreed in November, and back paid to April 2023. Pressure will be likely to resume in negotiations for a new deal in 2024/25, with Unions looking to claim a rise beyond the current levels of inflation (although they have substantially dropped over the last year).</p> <p>The issue of fuel poverty remains problematic, and now with little government support (compared to a year ago), most people’s bills will remain more than double what they were eighteen months 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 has been a detailed separate workstream on the Hackney Cost of Living Response, which was led by the</p> |

| | distraction from their education (as well as the risk of 'holiday hunger' for them). | | | | Group Director of Finance & Corporate Resources as SRO. This has been looking at the crisis within each Directorate from the separate perspectives of residents, staff, businesses and service areas. |
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| 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. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | May 24 | December 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 (which has now been finalised for Dec 2023) and other specific inflationary elements including for energy. One-off resources are being identified for meeting this additional cost for 2023/24 and, now that 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. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | Ongoing | December 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. | Jackie Moylan | Zoe Tyndall | May 24 | <p>December 2023 - Poverty reduction, building an inclusive economy and homelessness reduction are three of the Council's cross-cutting strategic priorities.</p> <p>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.</p> <p>For example, <u>this audit</u> of discretionary or emergency hardship schemes found:</p> <ul style="list-style-type: none"> • Nine different formal discretionary or emergency hardship schemes • Ten other types of support available to residents in crisis <p>The new Money Hub pilot team went live on Monday 31 October 2022. During year one, the team delivered over £1m in new incomes for residents, and is now entering phase 12 (Jan 2023 - Jan 2024).</p> <p>The team offers:</p> <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 |

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| | | | | | <p>financial support, rather than waiting for residents to come to 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>Please note the team has no core funding - costs are covered through non-recurrent grants through to end of financial year 24/25 but work will take place to source long term funding.</p> |
| <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>Dawn Carter-McDonald; Jackie Moylan</p> | <p>Sonia Khan</p> | <p>Sept 24</p> | <p>December 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 - Supporting Residents & Businesses</p> | <p>Management of relief and discounts available to residents and businesses inc Council Tax Rebate and business rates relief. Proactive signposting to additional financial support that is available. Recovery action that encourages payment and</p> | <p>Jackie Moylan</p> | <p>Rob Miller/Neil Clarke /Revenue and Benefits</p> | <p>Sept 24</p> | <p>December 2023</p> <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 |

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| | works with residents and business to create sustainable payment plans. | | | | <ul style="list-style-type: none"> 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. | Dawn Carter-McDonald; Rickardo Hyatt | Stephen Haynes, Suzanne Johnson | Sept 24 | <p>January 2024</p> <ul style="list-style-type: none"> The Hackney Business Network (HBN) website is well established and provides up to date advice and guidance to businesses, including on dealing with financial issues and the cost crisis as well as how to access affordable workspace Regular newsletters are also issued to businesses signed up to the HBN with useful information and updates for businesses, including on business advice, support and business grant funding available. The Hackney Impact Fund (funded by the UK Shared Prosperity Fund) launched in 2023 and provides a range of financial support and advice to businesses. All of the above channels and programmes also provide advice and support to businesses on becoming greener and responding to the climate emergency. |

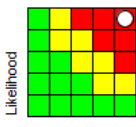

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| SRCR 0021 Cyber / Information Security INTERNAL /EXTERNAL RISK FUTURE RISK | Cyber threats continue to rise rapidly, with a growing number of large businesses and public sector organisations experiencing cyberattacks similar to the criminal cyberattack on the Council in October 2020. Recent victims include the Post Office, Capita, the system provider for NHS 111 (Advanced), schools, | Chief Executive's; Children and Education; Adults, Health and Integration; Finance & | | November 2023 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. |

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| | <p>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. An attack could cause an extremely serious impact to how services operate and also present financial, legislative and reputational risks.</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>Whilst AI presents some positive opportunities for the Council, it also needs to be used legally, responsibly, ethically and safely. Anything which jeopardises this will be a risk.</p> | <p>Corporate Resources; Climate, Homes and Economy</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> <p>A detailed Cyber Security Hub was launched earlier in the year providing all staff with a clear overview of the Council's approach.</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> | <p>Jackie Moylan</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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>The Council has effective policies, guidance, training and measures to enforce compliance for all users (including Members). Further detail on this (and specific policies) can be found on: https://sites.google.com/hackney.gov.uk/hackit-cyber-security-hub/policies-processes-standards-and-guidance</p> | <p>Jackie Moylan</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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>The Cyber Security Hub provides a very detailed overview / support for all staff in awareness of this approach.</p> |

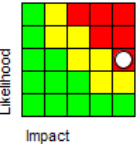

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| <p>FR IT 0006c Ensure that all hardware and software is supported for security updates.</p> | <p>Ensure that infrastructure and application lifecycle management practices are in place and functioning effectively so that the Council's systems remain supported. More details: https://sites.google.com/hackney.gov.uk/hackit-cyber-security-hub/policies-processes-standards-and-guidance</p> | <p>Jackie Moylan</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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>Jackie Moylan</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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>Dawn Carter-McDonald; Jackie Moylan; Jacque Burke; Helen Woodland; Rickardo Hyatt</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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.</p> <p>These systems and data sets being unavailable has a major impact on those services and business continuity and contingency arrangements will be essential to delivery of the most critical parts of those services.</p> | <p>Dawn Carter-McDonald; Jackie Moylan; Jacque Burke; Helen Woodland; Rickardo Hyatt</p> | <p>James Groom</p> | <p>April - 2024</p> | <p>November 2023 Coordination of service continuity and recovery continues and is led by the Corporate Leadership Team / directorate leadership teams.</p> |
| <p>SRCR 0041c Maximising 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</p> | <p>Dawn Carter-McDonald; Jackie Moylan; Jacque Burke; Helen Woodland;</p> | <p>Rob Miller</p> | <p>April - 2024</p> | <p>November 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> |

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| | using the Amazon Web Services cloud platform and Google Workplace. | Rickardo Hyatt | | | |
| 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 | Dawn Carter-McDonald; Jackie Moylan; Jacque Burke; Helen Woodland; Rickardo Hyatt | Rob Miller, Comms team | April - 2024 | November 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. |
| SRCR 0041e Guidance for safely using Generative AI at work. | Corporate ICT have issued clear guidance on the Council's approach towards AI. It has been made very clear that staff must never give personal or sensitive information to these tools, as they are ultimately not private. Also, answers returned by Generative AI must always be checked and verified to mitigate against the risk of 'fake news', erroneous information and bias. | Rob Miller | Council Officers | April 2024 | November 2023 This guidance was issued to all staff via the weekly newsletter and is also being supported by some information sessions (for all to attend) to ensure staff have the correct understanding about AI, its risks and potential benefits. An update will also be provided to the Senior Manager Network in September 2023 and the review of the Council's Data Awareness Training that is in progress will include adding content relating to this guidance |

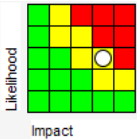

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| SRCR 0001 National and International Economic Downturn - impact on budgets EXTERNAL RISK CURRENT & FUTURE RISK | <p>There is an ongoing risk to the Council's finances arising from 13 years of austerity and the impact of prevailing economic conditions 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</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>December 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. The specific risks in relation to the cost of living crisis are set out at SRCR 0042 above.</p> <p>The provisional 2024-25 Local Government Finance Settlement was published on 18 December 2023, the Government announced the funding allocations for 2024-25. These were in line with expectations other than a larger reduction in the Services grant than we were anticipating. 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> |

| | reputation. Tighter finances could result in less capital, affecting potential economic development and social infrastructure. | | | | <p>The Government has confirmed that council funding for 2024/25 will rise by 6.5% (Hackney only 6%), taking total funding to £64bn if all local authorities increase council tax by the maximum allowed without a local referendum. The Local Government Association has warned the increase will not be sufficient for councils facing "severe cost and demand pressures", with the chair saying councils will still face a funding gap totalling £2bn, with services "exposed to further cuts". The overall national feelings about this funding have been described as 'bitter disappointment'. The Council's cumulative budget gap is currently around £30 million which reflects the severe pressures being felt here.</p> <p>Clearly, a one year settlement for 2024/25 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 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 2024-25 either. What happens after this is unclear.</p> |
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| 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]. | Dawn Carter-McDonald ; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | February 2024 | December 2023 - The MTFP was presented as part of the budget report to Full Council in March 2023. For 2023/24 this included provision for the pay award (which has now been finalised for Dec 2023) and other specific inflationary elements including for energy. One-off resources are being identified for meeting this additional cost for 2023/24 and, now that the amount is clear, this pressure will be built into the base budget going forward. |
| 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 | Dawn Carter-McDonald ; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | February 2024 | December 2023 - action ongoing. The Corporate Leadership Team (CLT), with the Group Director, Finance 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 |

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| | 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. | | | | <p>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.</p> <p>Budget proposals agreed to date can be found on the following link</p> <ul style="list-style-type: none"> • 2023/24 Overall Financial Position - May 2023 (pg5) • 2024-25 to 2026-27 Savings • Further proposals will go to January 2024 Cabinet for approval |
| 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 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. | Dawn Carter-McDonald ; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | February 2024 | <p>December 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.</p> |
| 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. | Dawn Carter-McDonald ; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | February 2024 | <p>December 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. 2023/24 Overall Financial Position - May 2023 (pg5) • 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. 2024-25 to 2026-27 Savings (pg3) |

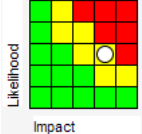

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| <p>SRCR 0002 Management of Capital Programmes / Schemes EXTERNAL RISK FUTURE RISK</p> | <p>From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council moves from a low external 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> | <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>December 2023 - This risk is ongoing 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 £250.0m (non-Housing schemes totalling £136.2m and Housing schemes totalling £113.8m). 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 (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.</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| 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. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | Feb -2024 | December 2023 - The capital budget for 2023/24 is £248.1m (Non-Housing budget £134.3m and Housing budget £113.8m). 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. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | Feb - 2024 | December 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. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Jackie Moylan | Mar - 2024 | December 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 management advisors in place who support us in making borrowing and investment decisions. | Jackie Moylan | Mizanur Rahman | May 2024 | December 2023 - This is not a new control but is now recorded on the risk register in relation to Major Capital Schemes due to increased borrowing requirement and heightened interest rates. |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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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 style="text-align: center;"></p> <p>November 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 was not 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 and uncertain, 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 and potential strategic risks so the process continues to be managed carefully.</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| 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. | Jackie Moylan | Rachel Cowburn | August 2024 | Updated November 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. | Jackie Moylan | Rachel Cowburn | August 2024 | 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. | Jackie Moylan | Rachel Cowburn | August 2024 | Reviewed November 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 are transitioned efficiently and within the required timeframes. | Jackie Moylan | Rachel Cowburn | August 2024 | Updated November 2023 - All these factors were reflected in the triennial valuation process. |
| FRFSV 0042E | Monitor proposed changes, consultations and guidance from Government on the pooling agenda, | Jackie Moylan | | | |

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| Controls related to asset pooling | 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. | | Rachel Cowburn | August 2024 | November 2023 – Transfer of further assets to the London CIV is being considered as part of the current Investment Strategy Review. |
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| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| 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 could have consequential results for the Council in terms of increased costs / reduction in come for the Council and the associated impact that this can have for residents, particularly the most vulnerable.</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 |  | <div style="text-align: center;">  </div> <p>November 2023 –The first King's speech (this century) was delivered in November 2023 and outlined 21 laws that ministers intend to pass in the next year-long session of Parliament, covering a range of topics including energy, regeneration, housing, anti-social behaviour, climate change, biodiversity and technology.</p> <p>In addition, a number of pieces of legislation which were enacted before the current session of Parliament will have an impact upon the Council and its processes and procedures, for example the Procurement Act 2023, Levelling-Up and Regeneration Act 2023 and Social Housing (Regulation) Act 2023.</p> <p>It is becoming more commonplace for much of the operational detail to be left to later secondary legislation which can impact upon assessing the potential impact and effect of legislation and the timings. For example, the Election Act 2022 introduced significant change with regards to the conduct of elections, including voter ID, which only came into effect following the introduction of later secondary legislation. That said, the recent Mayoral election (Nov 2023) has shown this can be carried out successfully.</p> <p>Furthermore there are other forthcoming examples of proposed legislation that could impact on the carrying out of Council functions, and the risk that needs to be managed is the implementation process and the financial and human resources that may be required. This needs to be kept under review as each legislation is passed and implemented. Risk remains at the same score.</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| 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. | Dawn Carter-McDonald | Louise Humphreys | Sept 2024 | November 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) Act, 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 assessed and work can continue on preparations to implement the measures in a way that best mitigates the impacts on the Council and residents. |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| SRCR 0018 Workforce & Skills INTERNAL RISK FUTURE RISK | <p>The continuing implementation of future (post-pandemic) workplace programmes could lead to staff feeling disengaged and unsupported, or impact on effective service delivery. 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.</p> <p>Additionally, the world of technology and work is changing fast and there is a risk that the Council might fail to maximise the potential of these changes, including the potential to transform services through effective use of data, technology and digital approaches and mind sets. As well as the risk of missing opportunities to deliver more 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</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>December 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 2023, most teams have returned to a hybrid approach to work, of two days in the office and the rest home working. The Cyberattack in October 2020 added a new level of challenges to this risk, which have been worked through over the last year with ongoing workstreams to ensure all services can return to running as normal. Some backlogs do remain however.</p> |

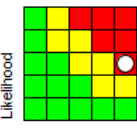

| | <p>result in the Council lacking the dynamism to succeed in effectively utilising opportunities open to it.</p> <p>There is also the additional risk that amidst an atmosphere of financial reductions and redundancies (and the aftermath of the pandemic), the Hackney workforce become demotivated, leading 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. Recent changes across the Senior management of the Council, both politically and amongst Senior Officers, could threaten effective service delivery as adaptation occurs to new managers, and their ways of working. Knowledge could be lost with a large number of experienced staff taking redundancies or leaving the organisation.</p> | | | | <p>There have been notable change within the Senior Leadership at the Council over the last couple of years (and the resignation of the Mayor in September added to this instability) 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. These have contributed to the increase in score of this risk</p> <p>The latest Staff Engagement Survey was completed at the end of 2021 (with another scheduled for 2023/24) 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> |
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| 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 to 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>Dawn Carter-McDonald; Jackie Moylan</p> | <p>Sandra Farquharson, Rob Miller</p> | <p>Dec 2024</p> | <p>December 2023 - Updated and ongoing.</p> |
| <p>SRCR 0018 b Workforce & Skills</p> | <p>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).</p> | <p>Dawn Carter-McDonald; Jackie Moylan</p> | <p>Sandra Farquharson</p> | <p>Dec 2024</p> | <p>December 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 2022/23, points towards the</p> |

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| | | | | | current return to the office with a hybrid approach to work (for most - two days a week). 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. | Dawn Carter-McDonald; Jackie Moylan | Policy | Dec 2024 | New Corporate and Community Strategy (2018-2028) reflects this, along with other ongoing streams of work within the Policy team. |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| 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 and Corporate Resources | | <p>↔</p> <p>November 2023 No substantive change to the risk. 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. With the emergence of Generative AI technologies over the last few years, detailed guidance has been issued on the Council's approach to this.</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| FR IT 0001a Information management | <p>Ensure effective information management policy and processes are in place so that the Council meets the requirements of the Data Protection Act / other legal and regulatory compliance arrangements.</p> <p>Ensure that the Council's information assets are managed robustly and used effectively to provide insight and to integrate Council and partner services, and deliver the maximum benefit to residents and businesses.</p> <p>This will be an ongoing activity (no fixed end date).</p> | Rob Miller | All Officers | May 2024 | <p>November 2023 The Council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements. With regards to Generative AI, clear Guidance has been issued to all staff that any sensitive or personal information should never be submitted to these tools (as they are not private).</p> |
| FR IT 0001d Third party information sharing | Ensure that we can do business efficiently and seamlessly by having appropriate data sharing agreements in place. | Rob Miller | All Officers | May 2024 | <p>November 2023 Responsibility for appropriate information sharing is the responsibility of Information Asset Owners, supported by the Information Management Team</p> |

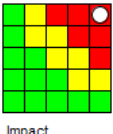

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| | <p>It will be critical to ensure that control requirements are assessed and the implications for Hackney users are clear and proportionate (eg. some third parties require controls that would excessively restrict the Council's use of systems and buildings etc, and these may be barriers to information sharing).</p> <p>This is an ongoing activity (no fixed end date).</p> | | | | <p>who provide advice on the application of the relevant Council policies to services' information sharing arrangements.</p> |
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| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note | |
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| <p>SRCR 0020 Corporate (ICT / Business) Resilience. 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> | <p>Finance & Corporate Resources</p> |  <p>Likelihood</p> <p>Impact</p> | <p style="text-align: center;"></p> <p>November 2023 - Since the cyberattack, the Council's 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 system 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. The Council has plans for further exercising of its ICT recovery plans in 2023/24.</p> | |
| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Date | Control - Latest Note |

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| 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> | Jackie Moylan | Rob Miller | May 2024 | <p>December 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 a 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 2023/24 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> | Rickardo Hyatt | James Groom | May 2024 | <p>December 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> <p>A Council wide BC training programme commenced in Sept 2023, with all Senior Managers across the organisation required to attend.</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 September 2023).</p> |

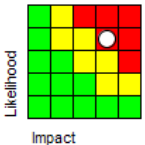

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note | |
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| SRCR 0023 Person suffers significant harm, injury or death EXTERNAL RISK FUTURE RISK | If risks are not adequately assessed and protected, a child, young 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 November 2023 – This remains a high risk, and controls are in place to manage this. | |
| 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 2024 | November 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 2024 | November 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 2024 | November 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. |

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| <p>CYP 006F Risk assessing activities for young people</p> | <p>All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments.</p> | <p>Jacqui Burke</p> | <p>Diane Benjamin</p> | <p>Sept 2024</p> | <p>November 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> |
| <p>CACH ASC 0005 Implementing a robust safeguarding approach across adult services</p> | <p>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.</p> | <p>Helen Woodland</p> | <p>Georgina Diba</p> | <p>Sept 2024</p> | <p>November 2023 - ongoing. 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>November 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.</p> |

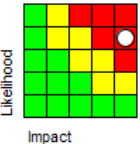
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| | Statutory override is due to end in 2026 at which point the financial risks will need to be managed by the LA to avoid the potential for Section 114. | | The LA is now part of the Better Value Programme, which is currently in the logistics stage. |
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| Control Title | Control Description | Service Manager | Control - Latest Note |
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| SRCR 0028 a Forecasting of financial impact of SEND budget pressures. | Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan result in medium term cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HE is not detrimentally affected by the overspend, is imperative. | Jacquie Burke; Sajeed Patni | November 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. |
| SRCR 0028 b Ongoing work to develop plans/strategies to control/manage SEND spending. | SLT has approved a cost management plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for EHC plans. The cost management plan is regularly reviewed by SLT. | Jacquie Burke, Joe Wilson | November 2023: An external finance consultant was 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. |
| SRCR 0028 c Risk 07 - Changing the culture of SEND in schools and Hackney Education to implement the action plan. | If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in Hackney Education teams and schools must also change to critical assessment and the equitable distribution of limited resources. Collaborative working with schools will be necessary to ensure pupils' SEND needs are met from delegated SEND resources, with EHCP referral only for exceptional needs. | Jacquie Burke, Joe Wilson | November 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. |
| SRCR 0028 d – The initiation of EHCP assessments is rigorously reviewed | The decision to initiate assessments needs to be rigorously reviewed to ensure the level of support is appropriate and sustainable. This may include senior managers signing off decisions, or refusing to do so. | Jacquie Burke, Joe Wilson | November 2023: Robust panel process in place; 31% of EHCP assessment requests are being refused. But will likely decrease as the system rebalances. |
| SRCR 0028 e – The costs of providing ECHPs is born equitably across agencies | All agencies need to contribute to the costs of the Education & Health Care Plans through the joint commissioning budget. | Jacquie Burke, Joe Wilson | November 2023: Joint Assessment Panel overseas bi and tri funding arrangements. |

| Risk Title | Description of Risk | Current Risk Matrix | Risk - Latest Note |
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| <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>November 2023: Score unchanged. 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> |

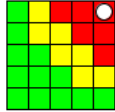

| Control Title | Control Description | Service Manager | Control - Latest Note |
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| LT 1415 Risk 18: Co-ordinating multi-agency responses, Hackney Education escalates any issues relating to the safeguarding of children or young people attending unregistered 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. | Jacque Burke; Kate Cracknell | November 2023: This continues to be a significant risk both in terms of reputational risk to the Council, and also risk of harm to children in our community. HE coordinates a UES protocol which Ofsted notes as the most successful response they have seen nationally, and Council officers reported to CYP Scrutiny Commission around the risk in January 2023. |
| 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. | Jacque Burke; Kate Cracknell | November 2023: Half termly meetings with senior leadership are held to brief them on the situation specifically around UESs, and the Council are in conversation with the secretary of state around our concerns and our restricted capacity to alleviate these. These are supported by a more general meeting looking at our engagement within Children, Families and Education with the Charedi community we serve, and tracking work and progress, and identifying and looking to overcome barriers (where possible). |
| 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. | Jacque Burke; Kate Cracknell | November 2023: This continues to be true and continues to be one of our biggest risks within Hackney Education. Work is underway to support our Charedi independent schools to comply with the new attendance duties which we hope to use as a lever to establish a secure line of sight for all children in the Charedi community of statutory school age, however the plans for these to become statutory in September are delayed which has impacted their credibility, especially as this follows the schools bill being scrapped in December 2022. |

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| <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>Jacque Burke; Kate Cracknell</p> | <p>November 2023: HE has a good and ever-strengthening relationship with community groups and education leaders within the Charedi community, both at a local and national level. HE officers meet with Charedi colleagues regularly, and have supported them in meetings with DfE to describe the unique challenges faced in their community when it comes to education.</p> |
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| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| <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>December 2023: This risk was proposed by HE SLT to be escalated to the Corporate Risk register in March 2022, and remains at this highest level. 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. At a Cabinet meeting on December 11th, it was confirmed that two school will close in September 24 whilst another four will merge (into two).</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| <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>Jacque Burke</p> | <p>David Court</p> | <p>Sept 2024</p> | <p>November 2023: Latest primary projections confirm continued downward roll numbers in Reception with the observed fall over recent years predicated to begin to stabilise between 2028 and 2031. Mitigations are summarised in the councils School Organisation Plan</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>Jacque Burke</p> | <p>David Court</p> | <p>Sept 2024</p> | <p>November 2023: the latest secondary projections based on January 2023 primary census data indicate that there will be at least 128 surplus year 7 places each year between 2023 and 2029, with the highest number (392) occurring in September 2029. Hackney Education continues to analyse each release of primary rolls as well as Greater London Authority projections to determine the likely effect on future secondary places.</p> |

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| | | | | | Mitigations are summarised in the council's School Organisation Plan . |
| 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 | Jacquie Burke | David Court | Sept 2024 | November 2023: Monitoring mechanisms in place. Mitigations are summarised in the councils School Organisation Plan |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| 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>Likelihood</p> <p>Impact</p> | <p style="text-align: center;"></p> <p>December 2023</p> <p>We have seen a deterioration in the situation this quarter and the Councils ability to mitigate the risks:</p> <ol style="list-style-type: none"> 1. Temporary accommodation placements have risen by 6.6% YTD on last year. 2. We have been forced to utilise bed and breakfast and commercial hotels for families to accommodate them. We currently have eight families in this type of accommodation with nowhere to move them to. 3. The number of households that are waiting for temporary accommodation continues to grow, rising from 25 to 63 households awaiting a placement to be found. This is unlawful. 4. Homeless households are still presenting on the day and are placed where there is temporary accommodation available, currently Leicester but this often takes a number of weeks to source. 5. Approaches from people with successful asylum applications who have been asked to leave Home Office hotels and are now homeless have started to increase with twelve households in the last month. 6. The number of rough sleepers in the borough continues to grow, with 15 verified at the annual rough sleeper count during November, containing a growing number of those with failed asylum applications. 7. Temporary Accommodation providers are leaving the market with currently 220 rising from 207 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. 8. The number of children living in TA continues to grow, with nearly 4000 children currently housed. 9. Rates for nightly procured emergency accommodation has risen by 25% in the last quarter and is continuing to rise. 10. 14 Ukrainian households are now placed in temporary accommodation. |

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| | | | <p>Update</p> <p>London Local Authorities have made it very clear that we are now experiencing a temporary accommodation crisis as well as a housing crisis.</p> <p>The amount of temporary accommodation needed to fulfil demand for homeless households in Hackney continues to increase. Currently 3141 (up from 3020) households are placed in TA, with 1037 placed outside the borough and 124 placed outside London despite the use of all void regeneration properties, the creation of a number of new TA hostels and a small RTB buy back scheme to boost social housing availability. Despite c.2000 temporary accommodation units within the borough, demand far outstrips supply.</p> <p>We can reasonably predict that the demand for temporary accommodation will grow at around 8% per year in the short to medium term; The council will potentially need to place 1440+ households over the next 12 months, 1550+ in 2023-24, 1670+ in 2024-25, and 1810+ in 2025-26.</p> <p>Overall for 2023/24 we have seen successful homelessness and relief outcomes achieved by the Council fall by 23%, this has been exacerbated by the cost of living crisis, shrinking of the private rented sector and the lack of affordable housing.</p> <p>Family and friend exclusions are still the highest reason for approaches accounting for 40% of all approaches, followed by end of private tenant tenancy at 22%, with those fleeing from domestic abuse being the third highest reason for approaches at 8%.</p> <p>The Temporary Accommodation Delivery Group continue to look at ways to boost more affordable temporary housing in borough by pursuing lease and purchase deals with landlords, as well as exploring the possibility of development. To date 1x 3 bed unit is progressing to purchase and 1 x 3 bed unit has been found amongst the Councils portfolio and is undergoing works.</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> <p>Context</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> |
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| | | | | 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 2023/24 the total number of approaches is up by 6.3% on the previous year, which was at an all time high. |
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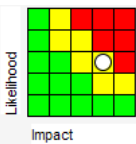

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| SRCR 0030a Utilising all available accommodation | Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision. | Jackie Moylan | Jennifer Wynter | Dec 2023 | <p>December 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.634 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.</p> <p>Additionally, Phase 4 of the WDE regeneration project means the rehousing of 100+ TA households in the next year to provide for demolition means that less units of this type will be available to mitigate TA costs and keep families in the borough.</p> |
| SRCR 0030b Make best use of the provision of discharge of duty into the private rented sector | Additional duty afforded LA's to discharge our homeless duty with provision of an affordable 1 year monthly PRS let, albeit if further homelessness within 2 years we retain the duty. TA strategy in place and agreed way forward with Mayor & Members on OOL placements. | Jackie Moylan | Jennifer Wynter | Dec 2023 | <p>December 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 and the ability to secure affordable rented properties is virtually impossible.</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>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, reduced membership fees, reduced headcount and changed ethos to pursue out of London procurement for privately rented properties. This is still not enough to increase the number of properties procured.</p> |

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| | | | | | <p>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 2023-24= 24 YTD</p> |
| SRCR 0030c Observe pan London cap on nightly paid accommodation procurement | Maintain influence on the rental market by continued observation and no breaches (except emergency disabled accommodation) of the agreed Pan London TA rent cap. | Jackie Moylan | Jennifer Wynter | Dec 2023 | December 2023 - The Inter Borough Area Agreement has been in place for more than a decade. Data is collected and shared on a quarterly basis to all London Boroughs. Due to the level of breaches of the cap, this has been revised and an allowance of up to a 10% increase granted. This has enabled Hackney to retain some providers of TA and is negotiated on an individual property and landlord basis. |
| SRCR 0030d Provide appropriate accommodation with support for mental and physical needs | C.40% of all single homeless residents that approach for help have a support need and 19% of these have multiple and complex needs. Large supported schemes, rough sleeping pathway, general needs housing do not work for this client group and do nothing to mitigate the risk of further deterioration and suicide and in some cases increase the risk. Look to provide a housing option and support that suits mental, physical and behavioural needs - ie dual diagnosis specialist schemes and additional housing first. First chance, last chance saloon assessment model needed in addition. | Jackie Moylan | Adults Social Care Commissioning | Dec 2023 | <p>December 2023 - This function has now transferred to the Benefits and Housing Needs Service from Adult Social Care on 27/08/23.</p> <p>Demand modelling undertaken shows a need for 451 units of supported accommodation split across a number of schemes. Ranging from small schemes to large ones. Differing levels of need to cater for complex needs and risk with a variety of providers delivering support, including culturally specific, gender specific, and psychologically informed. A suggested pathway model to satisfy demand is shown below:</p> <ul style="list-style-type: none"> • Stages 1,3 and 4: 'Generic' Complex Needs (including holding/EBS beds) • Stage 2 Specialist: Continued Use - SMU/Complex Needs • Stage 2 Specialist: VCN - High level complex needs (multiply excluded) • Stage 2 Specialist: Women with high level complex needs • Stage 2 Specialist: Older RS (alcohol - longer term) • Stage 2 Specialist: Culturally specific high level complex needs • Stage 2 Specialist: Housing First (longer term) <p>Preliminary calculations indicate total average annual costs of support (not including accommodation costs) to be in the region of up to £6.2m per annum. It is important to note that these costs are indicative, based on the assumption that contracts will be awarded that are favourable to providers across the sector, e.g. for a term that is at least five years with the option of two annual extensions (5 + 1 + 1). The costs assume CPI+1 - 11%, but taking account of the current volatile economic climate and the assumption that procurement and implementation will be phased, an average annual value including 15% is presented as the maximum cost. It's also useful to note that increased capacity of this type of preventative provision is significantly less at £286.37 pwk than the cost of registered/supported living provision which currently costs the Council an average of c£1,345 per week [costs recorded on Mosaic as at Oct 2023 - do not take account of additional costs, eg waking night, extra hours, etc].</p> |

The Council is requesting a whole systems approach to funding from health partners.

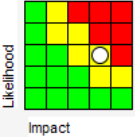

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note | |
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| <p>SRCR 0036 – Universal Credit full roll out EXTERNAL RISK FUTURE & FUTURE RISK</p> | <p>Financial: Universal Credit places the responsibility on the 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> | Chief Executive (leads on this) | | <p>December 2023 - During 2023/24, the focus of DWP is on households claiming tax credits only (working tax credit and/or child tax credit) - which means they are in employment. Throughout 2024/25, all cases with tax credits (including those on both Employment and Support Allowance and tax credits), all cases on Income Support and Jobseeker's Allowance (Income Based) and all Housing Benefit cases (including combinations of these benefits) will be required to move to Universal Credit. We expect there to be greater impact on more vulnerable groups next year and until we can understand the timetable and scale of impact, this remains a corporate risk, and the score remains high.</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 | Jackie Moylan; Dawn Carter McDonald | Sonia Khan | 30-July-2024 | <p>December 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.</p> |

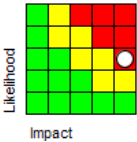

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| | <p>ensure that claimants can access the DWP funded Help to Claim service delivered by the Citizens Advice Bureau, funding the advice sector and working closely with them to meet demand.</p> <p>Hackney is also adopting a poverty reduction framework which will help us to respond to the impacts arising from UC through better co-ordination of wider support.</p> | | | <p>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.</p> |
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| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| <p>SRCR 0035 – Setting up Council owned companies</p> <p>INTERNAL RISK FUTURE RISK</p> | <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> | <p>Chief Executive's; Children and Education; Adults, Health and Integration; Finance & Corporate Resources; Climate, Homes and Economy</p> |  <p>Likelihood Impact</p> | <p style="text-align: center;"></p> <p>November 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.</p> <p>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.</p> <p>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 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</p> |

| Control Title | Control Description | Lead Responsible Officer(s) | Service Manager | Due Date | Control - Latest Note |
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| | | | | | 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. |
| 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" | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Louise Humphreys | Dec 2024 | <p>November 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 was adopted by Full Council in July 2023 and came into force on 4/9/23. 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 |
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| <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>December 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. 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 was 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> | |
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| 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 pertinent questions, any risks or opportunities concerning insourcing should be satisfactorily managed.</p> | <p>Dawn Carter-McDonald; Jackie Moylan; Jacqui Burke; Helen Woodland; Rickardo Hyatt</p> | <p>Rotimi Ajilore</p> | <p>Sept 2024</p> | <p>December 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> <p>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.</p> |

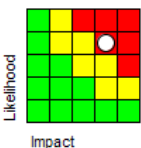

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| <p>SRCR 0039 Climate Change / Climate Emergency EXTERNAL RISK CURRENT & FUTURE RISK</p> | <p>The Council fails to meet its own commitments to take constructive 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 addition of more ambitious targets set by the Environment Bill 2021, this risk will continue to grow and increase in importance.</p> | <p>Climate, Homes and Economy leading (but applying to all Directorates)</p> |  | <p>December 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) was approved by full Council in May (2023). The Council's actions for the next three years are set out in the Implementation Plan and this went 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) - 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, the Council must continue to lead by example, and has</p> |

| | | | | | <p>therefore rejoined 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> |
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| 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, heating and cooling from renewable energy and eco build, food and waste. - Involve, support and enable residents, businesses and community groups to accelerate the shift to a zero carbon world, working closely with them to establish and implement successful policies, approaches and technologies that reduce emissions across our economy while also improving the health and wellbeing of our citizens. - Produce an annual update to Full Council on the progress made against the Council's decarbonisation commitments, and conduct an annual Citizens Assembly comprised of a representative group of local residents to allow for effective public scrutiny the Council's progress and to explore solutions to the challenges posed by global warming. - Work with other local governments (both within the UK and | <p>Dawn Carter-McDonald; Jackie Moylan; Jacque Burke; Helen Woodland; Rickardo Hyatt</p> | <p>Sam Kirk</p> | <p>Ongoing</p> | <p>December 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.</p> <p>An annual report on the progress on decarbonisation was considered by Council in July.</p> <p>The CAP was approved in May 2023, having been out for consultation Autumn / Winter 2022.</p> <p>Rejoined UK100 Network bringing the emissions target for council functions to 20230.</p> <p>Executive response to the recommendations of Scrutiny Panel Overarching Review into Net Zero approved by Cabinet in October 2023.</p> <p>Citizen's Jury in preparation to be undertaken in Spring.</p> |

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| | internationally) to determine and implement best practice methods to limit Global Warming to less | | | | |
| SRCR 0039b Hackney Light and Power. | <p>Hackney Light and Power has been created to support the Council to meet declared targets and become a 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 annual rounds of the Green Homes Program – the first borough wide thermal efficiency housing program in London - deliver annual rounds of the Hackney Community Energy Fund - support the installation of innovating renewable heating measures - support the rolling out of electric vehicle charging points - Install 1MW generation of solar PV on Hackney residential buildings each year from 2024 - 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 | Jackie Moylan; Rickardo Hyatt | Jason Powell | Ongoing | <p>December 2023: 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.</p> <p>Plans to set up the company have been adapted in line with the market landscape. Two projects are planned to be rolled out in 2024: the Colville Heat Network and Residential Solar - operations to be transferred to the municipal energy company once established.</p> |
| SRCR 0039c Communication | Communication is key, with the Council getting the correct message out both internally and externally | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Comms | Ongoing | <p>There has already been lots of coverage in local papers and online about Hackney's progress.</p> <p>External communications strategy developed, and launch of climate action plan undertaken using personal stories linked to each of the themes. Using behaviour change principles, the three core ambition's of the strategy are:</p> <ul style="list-style-type: none"> • Hackney as London’s climate leader • Increasing awareness, informed and participation levels among disengaged groups • Growing our green-interested audiences in the borough |
| SRCR 0039d Cross Council involvement at all levels | Across all Divisions / services, any service plans or overall strategic documents need to pick up on this ongoing challenge and commitment. Any new projects / directives / initiatives need to consider climate change and our approach to it, in determining how to carry out work. Evidence of this happening can be seen within Fleet services and the ongoing work with the NLWA. | Dawn Carter-McDonald; Jackie Moylan; Jacquie Burke; Helen Woodland; Rickardo Hyatt | Sam Kirk | Ongoing | <p>December 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.</p> <p>As part of the Council’s internal audit plan, the audit team is undertaking an audit with the main objective being to review evidence of the extent to which officers across the whole Council are adequately engaged in managing preparedness to respond effectively to climate change events and emergencies and associated risks. Acknowledging the breadth and complexity of climate change and output from recent deep dive and Scrutiny reviews, this audit will focus on specific aspects of internal officer engagement and</p> |

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| | | | | | operational risk management of climate event preparedness and its implications for delivering the relevant goals outlined in the CAP. |
| 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.</p> <p>NLWA is responsible for helping the seven north London boroughs dispose of the 850,000 tonnes of waste they collect every year.</p> | Jackie Moylan; Rickardo Hyatt | Sam Kirk | Ongoing | <p>December 23 - The appointment of a Head of Partnerships, shared amongst all Director's of Environment, will ensure a more joined up approach amongst all facets of NLWA engagement.</p> <p>Also, the Council's Lead Member for Environment and Transport now the Vice Chair of NLWA.</p> |
| SRCR 0039f Restricting residual waste | <p>In May 2020 Cabinet agreed to introduce fortnightly collections for residual waste for Hackney street properties. The drivers for this are not only to improve recycling performance and reduce the amount of residual waste being incinerated. This will help insulate the Council against the expected rise in residual waste disposal costs in the medium to long term. Further, and most importantly, by structurally reducing the amount of black bag waste sent for incineration we can eliminate the associated carbon dioxide emissions, reducing the carbon intensity of Hackney's waste system. Residual waste restriction will play an</p> | Rickardo Hyatt | Sam Kirk | 30 June 2024 | <p>December 2023 This service is now business as usual.</p> <p>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 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> |


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| <p>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 2,680tonnes CO2eq savings. | | | <p>The Reduction & Recycling Plan has been approved by the GLA and 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 |
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| <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 Directorates 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>December 2023</p> <p>This remains on the Corporate register, reflecting its severity. Previously, it had been recorded as a risk at (ICT) 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 |
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| SRCR 0043a Recruitment and Retention (ICT) | ICT are working 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. | Jackie Moylan | Rob Miller | 31-Aug-2024 | December 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/). |
| SRCR 0043b Training and development | Training and development needs for all staff should be captured by the ongoing 'check-in' process. All HR procedures need to be 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. | Sandra Farquharson | All managers | 31-Aug-2024 | December 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 |
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| 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 £3.1m after the use of £1.4m commissioning reserves (as at November 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 | Children and Education | | December 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. |

| | rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council. | | | This risk was a new escalation to the Corporate register in Dec 2022 - a reflection of the intense pressures the economy is placing on Services. | |
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| 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 £0.8m 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 30 high cost placements; As part of the forensic analysis of residential placements, the service is targeting a reduction of 5% on high cost residential placements . | Jacquie Burke | Diane Benjamin | 31/5/24 | December 2023 - These controls will be assessed throughout 2024 with regular reporting on progress to SMT and through the monthly OFP report. |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| SRCR 0047 NEW RISK Adult Social Care Budgets INTERNAL RISK CURRENT RISK | <p>That the existing budget and resources are not sufficient to meet demand. This poses clear financial and reputational risks, as well as poor service user outcomes and experiences.</p> <p>Demographic pressures (and lack of in-Borough provision) are causing an increased demand on budget.</p> <p>The cost of living is contributing to increased rates across the market and a reduction in the ability of individuals to contribute towards care.</p> <p>Pressure on the provider market and social care workforce may mean insufficient resources to meet demand.</p> <p>Covid-19 and cyber recovery costs have added cost pressures across the system.</p> | Adults Health and Integration | | <p>Reviewed November 2023, and newly escalated to the Corporate register</p> <p></p> <p>Risk has increased</p> <ul style="list-style-type: none"> • Demand for ASC continues to rise, with substantial increase in numbers needing long term care and support with hospital discharge. • Unit costs of providing care are also rising, alongside impact from cost of living. • The cyber attack further added to these pressures as resources were diverted to work on the recovery. Payment processes were severely impacted - we were unable to complete financial assessments for new service users for ~18 months, resulting in a significant loss of care-charging income. Challenges now exist in claiming back this income. • The cost of the pandemic for the directorate significantly exceeded amounts provided by grants or corporate funding. • The funding settlement outlined in the Government White paper 'People at the Heart of Care' is widely thought to be insufficient to meet the current or future demands on social care. • These risks continue to be monitored and reported through the monthly OFP report and through monthly updates at ASC SMT and AH&I DLT. |

| Control Title | Control Description | Responsible Officer | Service Manager | Control latest note |
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| AH&I AS 001A Financial Controls | <ol style="list-style-type: none"> 1. A department savings tracker has been implemented and is coordinated by Finance, Head of Service Lead and relevant officers, and reported to ASC SMT monthly. 2. Mosaic Follow On work has priority areas around finance (Stream 7 of Mosaic Project Plan) 3. Quality assurance process for care and support commissioning 4. Closely monitoring future funding arrangements for hospital discharge pathway, including review being undertaken in winter 2022/23. 5. Commissioned a provider to identify opportunities to make financial savings safely - work to implement to commence in 2023/24. | Helen Woodland | Georgina Diba, Director Adult Social Care Operations | This is ongoing and escalated to the Corporate register after the latest review in November 2023 . |

| Risk Title | Description of Risk | Directorate | Current Risk Matrix | Risk - Latest Note |
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| <p>SRCR 0048 NEW RISK Sustained failure of Education's case management system (Synergy) caused by fragile IT infrastructure, inadequate data security and chronic under-resourcing results in a failure to deliver statutory and core education services.</p> <p>INTERNAL RISK CURRENT RISK</p> | <p>The Synergy case management system provides business critical support to Hackney Education's statutory and financial services including SEND (EHCP), Admissions, Early Year payments and Attendance.</p> <p>For example, 3300 children's EHC plans are maintained in part through Synergy. The work to oversee the circa 570 new requests for statutory educational assessments is also completed within Synergy. And each year over 5000 transfers into Reception and Secondary schools are facilitated via Synergy. Furthermore the FIS module supports the Council's distribution of £32 million of early years funded entitlement to settings supporting disadvantaged and working families in the borough every year. And a little over 13 thousand children gain access to free school meals thanks in part to Synergy.</p> <p>Implementation and business as usual operations are facing significant risk as a result of under resourcing, infrastructure fragility, ICT delays, migration and implementation issues.</p> <p>If the migration or system experiences a significant problem or issue this will impact service continuity, potentially ceasing service activity. This may result in reputational damage and financial loss.</p> | Children & Families (Hackney Education) | <p>Likelihood</p> <p>Impact</p> | <p>December 2023: Controls to address this risk remain delayed and off track and as a result the risk profile has increased. Senior leadership in Hackney Education have requested that the risk be escalated to the Corporate Risk Register.</p> |

| Control Title | Control Description | Responsible Officer | Service Manager | Control latest note |
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| <p>SRCR 0048a</p> <p>Fragile infrastructure 01:</p> <p>On-premises infrastructure enhancements</p> | <p>The on-premises infrastructure is ageing and unable to sufficiently support Synergy. The databases are sitting on old, obsolete and degraded servers. This has resulted in users being unable to log into the system or key functionality being intermittently available.</p> <p>An ICT infrastructure architect funded by resources secured by the Project Sponsor is working to improve the infrastructure's resilience and performance in the short-term while a longer term solution is progressed (see below).</p> | <p>Jacquie Burke; Paul Senior</p> | <p>Colin Cowdrey</p> | <p>NEW - December 2023: Work to improve the resilience and performance of the on-premises infrastructure has continued.</p> <p>The compute portion of an enhanced infrastructure has been assembled as has the networking element. A few issues have been encountered. For example, the updating of firmware and access requirements. These are being worked on. Furthermore, a solution to the storage requirement is also in progress.</p> <p>However, this is taking longer than had been anticipated. It is expected to be completed before the Christmas closure period.</p> <p>Currently, there is real vulnerability at the Tomlinson Centre site should one or both iservers fail. However, the situation would not be catastrophic if one server was to fail at the Tomlinson Centre. The situation is worse at 1 Reading Lane where there is no redundancy (spare capacity), and if a single server was to fail the issue could be catastrophic.</p> |
| <p>SRCR 0048b</p> <p>Fragile infrastructure 02:</p> <p>Move to hosted solution for Synergy</p> | <p>The long-term solution to resolve the infrastructure risks is to move the Synergy infrastructure to a hosted environment.</p> <p>The Technical Design Authority (TDA) agreed that the databases should be moved to Access UK Ltd's hosted solution in June 2022. An ICT project team was established to facilitate the move. However, ICT capacity within the project team was limited.</p> <p>In the light of the infrastructure risk posed by the ageing servers, in late 2022 the ICT hosting project team agreed to move the databases to Access's hosted solution ahead of having a multi-factor authentication (MFA) solution in place for each route to the data. In short, it was agreed that the Council would accept the same level of security risk as the existing arrangements posed.</p> <p>As a result of the ICT re-organisation, membership of the ICT hosting project team changed. And with that so did the ICT view on how to proceed. It was subsequently determined that to comply with corporate security requirements, MFA would be needed before the databases could be moved to the hosted solution. This negated the then hosting timetable.</p> | <p>Jacquie Burke; Paul Senior</p> | <p>Rob Miller</p> | <p>Hosting dry runs scheduled and started in April 2023. The hosting dry run was terminated part way through given the change in approach to managing both the infrastructure and security risks.</p> <p>The TDA has approved in principle MFA solutions for each route to the data. The ICT Hosting project team is now looking to find when Access UK Ltd resources allow and mindful of C&E teams' statutory deadlines in 2024 when the databases might be hosted.</p> |

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| | This work is in abeyance, pending the identification of multi-factor authentication (MFA) solutions for each route into the two databases (Synergy Core Education and EISI Case Management and the three portals, parent portal, provider portal and the school access module portal. | | | |
| SRCR 0048c Implementation of data security requirements | The Council's ICT security policy necessitates the implementation of appropriate security arrangements. This includes having multi-factor authentication (MFA). In June 2021, a formal work package was assigned to ICT management colleagues to put MFA solutions in place for each route to the data. | Jacque Burke; Paul Senior | Mal Morris | Papers suggesting solutions have been taken to the Technical Design Authority (TDA) meetings in late November 2023 and early December 2023. The TDA has approved in principle solutions. Plans for their implementation now need to be drawn up with service managers. |
| SRCR 0048d Application Support team | Establishment of a Synergy Application Support team consisting of 4 permanent posts. This will provide the minimum level of support required given the scale of the Synergy infrastructure. Team staffing compliment Synergy System Manager x 1 Synergy System Analyst x 2 Associate Synergy System Analyst x 1 | Jacque Burke; Paul Senior | Monica Imbert | The recruitment campaign, offering 12 month fixed term contracts failed. Not one of the 3 posts was filled. Meetings were held with ICT senior managers and Head of MISA to review what options are available to provide the support required. As was an Extraordinary Synergy Board meeting. Following the Board meeting the following two actions are underway: 1. Project Sponsor Monica Imbert is securing the funding for 3 permanent posts from CLT & 2. Head of MISA Simom Utting is securing short-term agency support 3. Non-urgent work has been rescheduled. |
| SRCR 0048e Data Quality Framework | Capacity is in place to enhance and oversee the suite of data quality reports needed to ensure errors and duplicates are captured in a timely fashion. | Jacque Burke; Paul Senior | Simon Utting | Work to implement the data quality framework and review the findings from the suite of existing data quality reports is in abeyance until additional capacity is made available. |