

Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
New Version June 2025	The Council's Financial Position / The Economy	<p>There is a risk that the levels of funding coming into the Council will not be enough to carry out the services required - even though funding levels have increased, they are not keeping track with the increases in other costs. There is also the risk of reduced investment in some of the areas which provide frontline services for Hackney's most vulnerable residents - this could have a very negative impact on their health and safety.</p> <p>A clear risk is that the Council spends more money than it can finance through planned income streams and the annual financial settlement from central government, resulting in an ever increasing budget deficit.</p> <p>This risk to financial sustainability could drive reductions in services leading to local dissatisfaction and damage to the Council's reputation. Also, the overall economic situation could result in less capital spend, higher rent arrears, inflationary increases in project costs, potentially more children in care, increased health risks for the vulnerable due to prohibitively high energy / grocery costs or increasing homelessness). It could also impact on potential economic development and social infrastructure, and threaten the completion of the Council's statutory duties. Future pressure on pay is likely to remain high, as well as core service costs (whether through fuel, energy, food, staffing, raw materials). This will place pressures on existing budgets and reserves. Within the community, this will particularly impact on those already in poverty as their situation becomes even more entrenched. This could place an increased demand on Children's (and Adult's) Social Care.</p>	Strategic	Catastrophic (5)	Likely (4)	High	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	<p>December 2025 - Despite the implementation of significant savings and the introduction of strict spend control measures in 2024, the Council is forecasting an overspend of £11m for 2025/26, even after the utilisation of £17.8m in reserves. This overspend is driven primarily by the escalating costs of caring for vulnerable adults, alongside rising pressures within Hackney Education, specifically regarding staffing cost associated with Education, Health and Care Plans (EHCPs) and in the SEND Transport Service. Additionally, there are increased costs within Climate, Sustainability & Environmental Services.</p> <p>In December 2025, the Government published the provisional Local Government Finance Settlement for 2026/27–2028/29. Initial analysis suggests that the Council will be able to set a balanced budget for 2026/27. However, there is currently insufficient information to make a similar conclusion for the 2027/28 and 2028/29 financial years.</p> <p>England Total Core Spending Power (CSP) is projected to rise by 5.7% in 2026/27, 4.3% in 2027/28, and 4.4% in 2028/29. By 2028/29, overall CSP is expected to be approximately 15.6% higher in cash terms (and 8.8% higher in real terms) than in 2025/26. Specifically for the London Borough of Hackney (LBH), CSP is projected to increase in cash terms by 5.8% in 2026/27, 4.0% in 2027/28, and 3.8% in 2028/29. This represents a total increase of £61m from 2025/26 to 2028/29, of which £28m is derived from assumed Council Tax increases.</p> <p>A core Council Tax referendum principle of up to 3% will apply to London boroughs, in addition to a 2% Adult Social Care precept. This means that LBH has the flexibility to raise Council Tax by up to 4.99% without a referendum in each year from 2026/27 to 2028/29.</p>
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	National and International Economic Downturn	Whilst the overall risk is external and largely beyond control of the Council, there is a clear need to identify, implement, monitor and resource the delivery of significant reductions in expenditure and to ensure the services that continue to be provided are resourced adequately. Also, Officers' advice to members needs to be explicitly clear as to what can and cannot be delivered including the organisations ability to deliver and implement the varied political commitments.	Governance	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	<p>December 2025 - 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 2026/26 to 2028/29. Proposals are being developed in close collaboration with Cabinet members to ensure transparency around impacts including where there may be service reductions or increases in charges. Given the size of the budget gap Group Directors have also been working with the Director of Transformation to develop transformational changes that will deliver additional savings over the medium term. Taken together this work will not offer straightforward solutions 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. A new MTFP was completed in February 2025 setting out a new financial roadmap following the election and subsequent budget. The MTFP will be updated once we have a better idea of how the 2026/27 - 2028/29 provisional local government finance settlement affects us..</p>		
	Spend control measures and 'invest to save'.	At the beginning of November (2024), the Council implemented organisation-wide spend control measures. These measures will assist in slowing down the in-year spend and help stabilise the financial position as the Council enter the next financial year (2025/26). 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.	Governance	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	<p>December 2025 - these spend control measures are continuing.</p>		
	Invest to save	The Council are also exploring 'invest to save' programmes. Invest to save is where a sum of money is paid either upfront or over a number of months or years, with the expectation of saving more money than we invest over time. The Council are looking to generate savings through the Star Chamber initiative (with full Member involvement), and looking for further ways of reviewing our overall approach by working with IMPOWER Consulting and Inner Circle Consulting (ICC) who are working towards identifying further opportunities for savings.	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	<p>December 2025 - An example of this would be investing in the Council's own children's homes. Here, there would be a large upfront cost to adapting and renovating properties to become homes but over time the cost of maintaining our owned homes and offering care within them would be less than the current cost of care.</p> <p>We are investing £135m in capital to address the homelessness crisis by expanding and maintaining our temporary accommodation. This approach is more cost-effective than current nightly market rates, leading to significant cost avoidance.</p> <p>With our other savings programmes, there is a need to balance the risk and challenge around the potential double counting of savings that are coming through Star Chamber but also through the commissions we have with IMPOWER and ICC.</p>		
	Commercialisation	The Council is looking to take advantage of commercial opportunities which are presenting themselves as a new way of raising funds and mitigating impacts of austerity. These more innovative ways of working present opportunities to protect the Council against cuts in other areas. The Corporate Transformation team are specifically looking at exploring commercial opportunities as part of their ongoing programme.	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	<p>December 2025</p> <p>The budget development process includes 2 specific work streams with a focus on commercialisation and income generation:</p> <p>Estates - although this workstream is also concerned with the efficient running of the corporate estate it is also contributing through increased income from our commercial estate.</p> <p>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.</p>		

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	Inflationary pressures- Council (revenue)	<p>There is a need to ensure that the Medium Term Financial Plan (MTFP) 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]. 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.</p>	Communication	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt Deirdre Worrell			<p>December 2025- The MTFP was updated and revised following the 2025-26 Local Government Finance Settlement and updates the Council's budget strategy for the financial years 2026/27 to 2028/29. It is based on current policies and a review of the service. Other specific inflationary elements including energy, have also been built in together with assumptions regarding growth and cost pressures in services. It also contains indicative forecasts for external funding and other income streams such as Council Tax & NNDR. An updated MTFP will be published in March 2026.</p>
	Inflationary pressures - Supporting Residents and businesses	<p>Build and implement a single income maximisation service which is proactive and streamlined from the residents' perspective.</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>For businesses - Promote and signpost financial relief and support available to local businesses, promote access to affordable workspace in the borough, and promote access to business income and investment opportunities via the Hackney Business network and other business focused channels and forums.</p>	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt Deirdre Worrell			<p>December 2025 - Poverty reduction, building an inclusive economy and homelessness reduction are three of the Council's cross-cutting strategic priorities.</p> <p>Hackney Here to Help was established as a pilot in late 2022 as an easily accessible, multi-disciplinary service that brings together benefits assessment support with administration for a range of discretionary grants managed by LBH, in a delivery model with data-led, active community outreach at its heart.</p> <p>The core goal of the offer is increasing residents' income by tackling benefits under-claiming in the borough; it is estimated that residents are missing out on £28 million in financial support they are entitled to. Here to Help contributes to income maximisation and reduction in financial distress for some of Hackney's most vulnerable residents.</p> <p>The team has no core funding - costs are covered through non-recurrent grants through to the end of financial year 25/26 but work will take place to source long term funding.</p> <p>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</p> <p>Regular enewsletters 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.</p> <p>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.</p> <p>All of the above channels and programmes also provide advice and support to businesses on becoming greener and responding to the climate emergency.</p> <p>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</p> <p>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</p>
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
10/24	Cyber / Information Security	<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>New technologies such as developments in Artificial Intelligence and Machine Learning also present new potential risks (and opportunities) which require mitigation and careful monitoring.</p>	Operational	Major (4)	Possible (3)	Medium	Naeem Ahmed Rehana Ramesh	<p>November 2025</p> <p>Cyber threats continue to rise rapidly, with a growing number of large businesses and public sector organisations experiencing cyberattacks including the British Museum, M&S, and Jaguar Land-Rover most recently. The recovery work following the cyberattack of October 2020 accelerated the Council's pre-existing plans to move to the most modern, cloud based systems possible and implementation of a 'zero trust' model with a high level of segmentation and separation for the Council's systems.</p> <p>The Council has undertaken an independent review of cybersecurity and is developing the Cybersecurity Maturity action plan which incorporates the recommendations from the review and recent audit through the GovAssure as part of the Cyber Assessment Framework (CAF for Local Government) established by MHCLG. The action plan is being into a prioritised delivery Roadmap. Implementation of the roadmap has already commenced. The Cybersecurity improvement action plan covers a review/refresh of cybersecurity and technology policies, strengthening governance and reporting, and strengthening technology controls to improve our cybersecurity posture.</p>
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10/24	Ensure compliance with the PSN Code of Connection and other applicable standards (including the ICT security requirements for compliance with the NHS IGSoC).	<p>Ensure that good security practice is reflected in the Council's technical architecture and operational practices, including annual Public Services Network (PSN) Code of Connection compliance assessment (supported by IT health check). The PSN healthcheck is an independent security assessment of external and internal network infrastructure and devices.</p> <p>This will be an ongoing annual activity (no fixed end date).</p>	Governance	Ongoing	Naeem Ahmed Rehana Ramesh Opama Khan			<p>November 2025</p> <p>The Council has a current PSN compliance certificate, valid to February 2029.</p> <p>The Council is also participating in work led by the Department for Levelling Up, Housing and Communities to define a new cross-local government cyber assessment framework.</p>
10/24	Ensure that all users of the Council's systems and data take appropriate measures to protect these.	<p>The Council has effective policies, guidance, training and measures to enforce compliance for all users (including Members).</p> <p>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>	Governance	Ongoing	Naeem Ahmed Rehana Ramesh Opama Khan			<p>November 2025</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 information and support for all staff to provide awareness of this approach.</p> <p>The ongoing status of training compliance will be reported to the Council's Information Governance Group, which is being reconvened as a standing governance group.</p>

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10/24	Ensure that all hardware and software is supported for security updates.	Ensure that infrastructure and application lifecycle management practices are in place and functioning effectively so that the Council's systems remain supported.	Resourcing	Ongoing	Naeem Ahmed Rehana Ramesh Opama Khan	November 2025	The status of assets is regularly reviewed by the ICT Cyber Security Group, with plans developed to address any equipment or software which is reaching end of life. The ongoing status of equipment and software support and patching will be reported to the Council's Information Governance Group, which is being reconvened as a standing governance group.	
10/24	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 may not provide the necessary privacy protection for data. Also, answers returned by Generative AI must always be checked and verified to mitigate against the risk of 'fake news', erroneous information and bias. However, AI can clearly presents benefits to the way the Council works, so a balanced approach is required.	Communication	Ongoing	Naeem Ahmed Rehana Ramesh Opama Khan	November 2025	The Council hosted 'Hackney Tech week' in early October, including a full day conference (with both internal and external speakers) to increase overall awareness. Also, the AI Policy is being refined following engagement with CLT. Guidance has been issued to all staff and supported by information sessions to ensure staff have the correct understanding about AI, its risks and potential benefits. The AI model Gemini is now available on all Google Workspaces, and user training has been completed. Further guidance was recently issued regarding its usage in meetings. We are also piloting the use of departmental specific AI tools which could offer significant efficiencies to our workforce in both Adult Social Care and Parking. These pilots will allow us to fully assess the benefits and any limitations of these tools ahead of considering any wider use of AI within the Council, outside of Gemini. The Council's Data Awareness Training has been refreshed and has been released to all staff (with mandatory completion of the course).	
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09/25	NEW - Management of the Corporate Transformation Programme	Organisational capacity to support the transformation programme needs to be sufficient to ensure the desired progress takes place. An example would be HR resources which are critical to supporting restructures and the overall changes, and if they are unable to deal with the scale and pace of change, the ultimate aims and objectives of the programme will be threatened. Capacity to deliver the proposals to time, cost and budget is crucial, and careful monitoring needs to be ongoing of demand levels, technology challenges / limitations and any changes to national policy or legislation. If these external influences are not carefully managed it could impact on the overall programme.	Strategic	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Helen Woodland; Rickardo Hyatt; Kieran Read	November 2025 - The Corporate Transformation Programme - as well as having its own risks - remains a key mitigation action on the Corporate Risk Register around the Council's challenging budget proposals. There are significant risks associated with the delivery of the programme and realisation of targeted benefits.
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09/25	Project and Programme Management	<ul style="list-style-type: none"> Clear portfolio, programme and project governance and reporting in place through projects, SROs, Transformation Board (CLT) in place to deal with scale and pace of change. Regular assessment and planning to deal with any technology challenges or limitations. 	Project	Ongoing	Kieran Read	October 25 - Mobilisation event for new programmes held 29/9/25 and mobilisation through Oct 25 - Review of existing governance arrangements - External support from consultants to ensure that PMO meets best practice		
09/25	Capacity and investment	<ul style="list-style-type: none"> All programmes supported by business case setting out benefits, investment required and return on investment (ROI). Investment agreed with s151 and Transformation Board and monitored through governance investments Flexible Use of Capital Receipts Strategy outlines intention to capitalise transformation costs where possible. 	Resourcing	Ongoing	Kieran Read	October 25 - Business case approved by Transformation Board - initial investment released into PMO, HR, Finance - review of investment requirements and affordability underway for completion in Oct 25		
09/25	Culture	<ul style="list-style-type: none"> People and OD strategy Carefully planned communication campaigns to ensure all staff are kept fully briefed on all elements of the programme. Try to ensure staff buy in and adaptation to new ways of working. 	Communication	Ongoing	Kieran Read/Sandra Farquharson	October 25 - Communications campaign phase 2 launched September 25 - People and OD strategy going to Cabinet in November 25		
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	Management of Capital Programmes / Schemes	<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>	Reputational	Major (4)	Possible (3)	High	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	December 2025 - This risk remains ongoing due to the number of high-value programmes across the Council and rising interest rates. The ambitious capital programme relies on forward funding, pending future sales of private residential units upon completion of housing regeneration and other mixed-use development schemes. For the 2025/26 financial year, the revised capital programme stands at £491.2m, with £316.7m allocated to non-housing schemes and £174.5m to housing schemes. (Figures from Cabinet in November 2025). A commitment to building affordable homes is central to the Mayor's priorities, necessitating multiple construction projects to meet these goals. Detailed risk registers are maintained for major projects like Britannia, which has a commercial lead and contracted specialist construction cost and financial viability advisors. This approach successfully delivered phase one (the school and leisure centre) on budget and will continue for phase two, supporting more informed decision-making by the Officer Steering Group and Project Board overseeing the project. The risk level has remained unchanged from the last period, as there have been no significant changes to the project profile. Inflation in the construction industry remains high, impacting programme delivery by causing delays, the need for value engineering, scope reduction, or additional funding requests. Effective governance is in place at both the project and programme levels, with oversight provided by the Capital Asset Steering Board.
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10/24	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.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	December 2025 - The revised capital budget for 2025/26 is £491.2m (Non-Housing budget £316.7m and Housing budget £174.5m). The Capital Asset Steering Board (CASB) has enhanced oversight of the overall capital programme at both the Cabinet member and Chief Officer levels. Thematic and area-based reporting formats, focusing on outcomes and costs, have been developed to provide greater visibility into the results of our capital investments.		
10/24	Management of Capital Programmes / Schemes	Major schemes are managed via project boards to ensure appropriate actions are taken to ensure delivery of scheme to expected standards.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	December 2025 - 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.		
10/24	Management of Capital Programmes / Schemes	The Capital Asset Steering Board (CASB), comprising both Cabinet members and Chief Officers, oversees the entire capital programme. Its key functions include reviewing new project proposals assessing their affordability and making recommendations to Cabinet regarding their inclusion in the Capital Programme. The board also monitors the delivery and progress of the Capital Programme, the Strategic Asset Management Strategy, and the HRA Asset Management Plan	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	December 2025 -The CASB contributes to the capital strategy, which is approved as part of the budget report, and reviews new capital investment proposals, making recommendations for Cabinet approval. In addition, CASB oversees the ongoing development of a 10-year capital programme aligned with the MTFP.		
10/24	Management of Capital Programmes / 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.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	December 2025 - ongoing control.		
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	Impact of New Legislation	<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 the requirements of any new Acts are not met, there would be an adverse impact on the Council's legal and reputational standing.</p> <p>As a result of new legislation, 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, new legislation could have consequential results for the Council in terms of increased costs / reduction in income for the Council and the associated impact that this can have for residents, particularly the most vulnerable.</p> <p>A failure to understand the impact of new legislation in terms of the breadth of responsibility could have reputational impacts. There could also be issues amongst the local community in terms of dissatisfaction, lack of understanding and increased financial difficulties.</p>	Reputational	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Louise Humphreys	<p>November 2025 - A current example of an area where the Council is facing a degree of uncertainty relates to developments following the Supreme Court case of For Women Scotland and the subsequent review of statutory guidance by the Equality and Human Rights Commission (EHRC). The Statutory Guidance has now been submitted to the Minister for the approval process but it is far from clear whether it will proceed to parliamentary approval and, if so, when this will be. The ongoing uncertainty and heightened sensitivities has implications for how councils like ours navigate policy review and compliance with the Equality Act 2010. Amidst a complex legal environment surrounding the issues, it is critical that the Council correctly interprets and complies with the evolving equalities legislation. Communications concerning our approach to this also need to be managed carefully and sensitively, both to staff and the community at large. Failure to do this would present reputational and legal risks. So as both an employer and a service provider it is key this is managed carefully.</p> <p>Following the general election in July 2024, the Government announced, via the King's Speech, a comprehensive legislative programme of 40 bills, a significant number of which will have a direct impact upon the Council either as a local authority, an employer or the owner of assets. This does not take into account private member bills as these have a lower probability of becoming law, although there are a number of these types of bills which would also have an impact upon the Council.</p> <p>The volume and range of prospective legislation could have significant impact upon the Council's resources and statutory obligations. However, it is becoming more commonplace for much of the operational detail to be left to later secondary legislation and this impacts upon the ability to fully assess the potential impact and effect of legislation and the relevant timings for implementation. A recent example is the Procurement Act 2023 - which finally came into force on Feb 24th 2025 following a delay. To prepare for this and ensure a smooth transition, detailed training sessions were held for all Officers for whom it had relevance, alongside detailed online explanations of how it would impact on the organisation. The Council tracks legislation as it progresses through the various parliamentary stages.</p> <p>Risks need to be managed and kept under review as legislation makes its way through Parliament and following enactment. Risk remains at the same score.</p>
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	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. Quarterly legal updates in all the areas of law covered by the Legal Service are prepared which outline all the latest legal developments, including legislation & case law, including any potential impact for the Council. In addition, the Monitoring Officer ensures that the Head of Paid Service and s151 Officer are kept apprised of matters which may be of legal interest to the Council.	Governance	Ongoing	Louise Humphreys	November 2025 - 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) legislation, 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.		
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	Workforce & Skills	Amidst an atmosphere of serious financial tightening, there is a risk that Hackney workforce become demotivated, due to the levels of uncertainty, in turn, impacting upon service delivery and leading to dissatisfied stakeholders. During this period of responding to budget challenges, the necessary changes and restructures may cause temporary loss in efficiency, as resources may become stretched beyond capacity to respond to both restructure and BAU requirements in the timescales which are set. Additionally, the world of technology and hybrid working is changing fast. Whilst we seek to support colleagues' wellbeing through the use of technology, there is a risk that the Council might not yet have the ICT infrastructure to maximise the potential of ICT tools and transform services through effective use of data, technology and digital approaches. Changes also need to include the training required to change the mindset and culture associated with previous ways of working. This presents a risk of missing opportunities to deliver more cost effective services and failing to meet residents' expectations of the Council's services. Embracing new ways of working is important for the organisation. Failure to do this could result in the Council lacking the dynamism to succeed in effectively utilising opportunities open to it.	Operational	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Sandra Farquharson	November 2025 - Updated and ongoing. Recent changes across the Senior management of the Council, both politically and amongst Senior Officers, are showing signs of beginning to stabilise effective service delivery and further adaptations will occur for managers, to establish new ways of working. There are further adaptations which will need to occur at all levels of the council, given the council's overall transformation plans. Change is required to deliver new ways of working, and embedding learning and staff wellbeing support for the workforce is an essential part of transformation plans. Restructure and change will include improving organisational efficiency across teams and adopting new ways of working, in response to cuts to funding. The ongoing Corporate Transformation workstreams are embedding organisational development needs, including wellbeing and monitoring the areas where additional capacity maybe required to support delivery and improvement. The latest Staff (Pulse) Survey was recently completed in April 2025 and the headline results shared across the organisation.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Workforce & Skills	Investing in staff skills and digital leadership across all services Ensuring that the Council has a joined up approach to workplace - designing technology, workspace, policy and practice to ensure that these come together cohesively to support maximisation of these opportunities.	Resourcing	Ongoing	Dawn Carter-McDonald Sandra Farquharson Opama Khan	November 2025 - Updated and ongoing. The Council has provided 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 Pulse) survey was recently carried out (April 2025) to test staff engagement/morale levels. The Council's On-line Learning Offer has been under review and plans are close to being rolled out to support a more enhanced training offer, including mandatory training. Staff Survey Data has been provided at Directorate and Dept level and support is being provided for Directors to shape action plans which will support and shape the organisational response and future workforce plans. Also as of January 2025, the Council announced an agency joint venture called Connect2Hackney, which is now operational with current agency workers being transferred over to this new arrangement.		
	Workforce & Skills	There are detailed HR procedures and processes to deal with all relevant areas (including problems/instability created by restructures) and these are carefully adhered to by teams involved. All communication is regular and carefully considered. Staff are well supported in adapting to new ways of working (whether from an IT or HR perspective).	Communication	Ongoing	Dawn Carter-McDonald Sandra Farquharson	November 2025 - these controls are in place and continuing. Detailed guidance was drafted during the pandemic, and has been consistently updated since then to reflect the latest position. Most teams have now returned to working in the office for a minimum two days a week. Also clear guidance and support offered for restructures etc.		
	Workforce & Skills	Ensuring that the Council's strategic plans reflect these opportunities. Also that internal communications effectively relay any developments and changes.	Governance	Ongoing	Dawn Carter-McDonald; Policy	New Corporate and Community Strategy (2018-2028) reflects this, along with other ongoing streams of work within the Policy team.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update

Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
10/24	Information Assets	<p>The Council holds a wealth of information assets across its services. It is essential that these are 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>	Regulatory	Major (4)	Possible (3)	Medium	Naeem Ahmed Rehana Ramesh	<p>November 2025</p> <p>The Council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements.</p> <p>An independent review against the ICO Accountability Framework was completed in July 2025 alongside the Independent Cybersecurity review. Recommendations from the review have been embedded into a prioritised delivery roadmap and work has commenced to implement the recommendations.</p> <p>The Council has been achieving 90% legal compliance for FOIs since August 2024, and the weekly clinics to support the completion of FOIs continue.</p> <p>The council is planning a review of Information Asset Register and compliance training for Asset Owners. Also the Data Retention Schedule has recently been updated - clearly defining when and which data can be deleted. Implementation of the plan is currently in planning stage.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner			
10/24	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>	Governance	Ongoing	Opama Khan Council Officers	<p>November 2025</p> <p>The council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements.</p> <p>With regards to Generative AI, a Draft AI Policy has been developed and guidance has been issued to all staff regarding GDPR regulations and that any sensitive or personal information should never be submitted to these tools unless they have been assured by the Council.</p>		
10/24	Third party information sharing	<p>Ensure that we can carry out business efficiently and seamlessly by having appropriate data sharing agreements in place.</p> <p>It will be critical to ensure that control requirements are assessed and the implications for Hackney users are clear and proportionate (eg. some third parties require controls that would excessively restrict the Council's use of systems and buildings etc, and these may be barriers to information sharing).</p> <p>This is an ongoing activity (no fixed end date).</p>	Project	Ongoing	Opama Khan Council Officers	<p>November 2025</p> <p>Responsibility for appropriate information sharing is the responsibility of Information Asset Owners, supported by the Information Management Team who provide advice on the application of the relevant Council policies to services' information sharing arrangements.</p>		
10/24	Corporate governance of information assets	Ensure that effective cross-Council governance is in place for management of information assets through the Information Governance Group (with senior level representation from all Council directorates and other key supporting service areas).	Governance	Ongoing	Opama Khan Council Officers	<p>November 2025</p> <p>The Council's Information Governance Group has been reconvened, following significant senior leadership change across the Council. CLT are receiving regular updates on progress across key areas of information management activity, in particular performance relating to Subject Access Requests and Freedom of Information requests.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Corporate (ICT / Business) Resilience.	<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>	Regulatory	Catastrophic (5)	Possible (3)	High	Rickardo Hyatt; Naeem Ahmad	<p>November 2025 -</p> <p>BC Plans continue to be consistently reviewed, coordinated by the Council's Emergency Planning team. A corporate wide business continuity tabletop exercise was held in February 2025 that explored the councils ability to implement contingency arrangements to the complete loss of ICT system. Learning has been identified from this exercise to further strengthen Service level contingency arrangements to ensure the ability continue delivery 'offline'.</p> <p>The Council has plans for further exercising of its ICT recovery plans in 2025/26. BC / EP team also hosted 'Exercise Pegasus', a national Tier 1 pandemic exercise to test the UK's current preparedness for, capabilities, and arrangements to respond to a pandemic arising from a novel infectious disease, and assess progress in these areas since COVID-19. The final phase of this workshop was hosted on 5/11/2025.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner			
	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>	Governance	Ongoing	Rickardo Hyatt James Groom	<p>November 2025</p> <p>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 (and is still ongoing in summer 2025), with all Senior Managers across the organisation required to attend. This is a course with multiple modules.</p>		

Corporate Risk Register (January 2026)											
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note			
	Corporate Resilience Group	A Corporate Resilience Group has been established and will take overall strategic lead reporting to CLT. However the specific ICT issues are still managed by ICT themselves.	Governance	Ongoing	Rickardo Hyatt Cross Council	From paragraph 1.1-1.2 of the CRF report: 1:1 The CRG oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. 1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS. Regular meetings continue to occur (most recently in October 2025).					
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note			
	Person suffers significant harm, injury or death	If risks are not adequately assessed and protected, a child, young person or adult could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures. Additionally, general members of the public or Hackney staff could suffer harm due to a lack of general health and safety measures being in place.	Regulatory	Catastrophic (5)	Possible (3)	High	Jacquie Burke; Helen Woodland	November 2025 – This remains a high impact risk, and controls are in place to manage this.			
Date added	Control Title	Control Description	Control category	Status	Control Owner						
	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.	Governance	Ongoing	Jacquie Burke Rory McCallum	November 2025 – 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.					
	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.	Governance	Ongoing	Jacquie Burke Diane Benjamin	November 2025 update: 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 and these are also scrutinised at the regular Improving Outcomes for Children Board. In July 2024, the supervision policy was updated to include the need for reflective group supervision that will enable sharing of best practice and encourage collective problem-solving. A Workforce Development Strategy is in place in the Safeguarding and Quality Assurance service to ensure that staff training needs are met and prioritised in terms of urgency.					
	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.	Governance	Ongoing	Jacquie Burke Diane Benjamin	November 2025 update: Ongoing, monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Independent Reviewing Officers. There is also clear oversight of performance, including scrutiny and challenge of data reports, at the regular Improving Outcomes for Children Board. Managers use Qlik Sense to closely monitor performance in real time to ensure that practice standards are adhered to by practitioners and to drive improvement in what we achieve for children.					
	Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments.	Project	Ongoing	Jacquie Burke Diane Benjamin	November 2025 - 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. The local authority's physical assets are subject to regular health and safety testing, ensuring the safety and wellbeing of children and young people on the premises. These checks include annual certification of play structures, daily staff checks of play structures, annual fire evacuations and risk assessment, quarterly checks of fire extinguishers, weekly tests of fire alarms and annual portable appliance testing. 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.					
	Implementing a robust safeguarding approach across adult services	The City & Hackney Safeguarding Adults Board's (CHSAB) role is to monitor safeguarding across all partner agencies, including the local authority and has regular meetings of the Board to ensure safeguarding across the partners is being managed effectively and that relevant intelligence is appropriately shared. The Safeguarding Adults Board with the input and support of Adult Services' Head of Safeguarding will continue to oversee the delivery of the recommendations of the Safeguarding Adults Reviews. This will include working with existing projects within the Integrated Commissioning programme such as the Neighbourhood Programme to ensure they support the delivery of these recommendations.	Communication	Ongoing	Helen Woodland Georgina Diba	November 2025 - 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.					

Corporate Risk Register (January 2026)											
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	Established H&S systems are in place	H&S reports are submitted by staff via the employee portal, this captures information about incidents and near misses to ensure that effective management action is taken and that steps are also made to minimise the likelihood of future problems.	Resourcing	Ongoing	Alex Ruddiman	November 2025 - ongoing Although this control is well established it has not previously been included within the risk mitigation list. Reporting on incidents and near misses to senior managers and union representatives takes place on a regular basis to highlight patterns and learning opportunities. The reporting system tracks the outcomes and management responses to concerns that are identified to ensure that effective action is taken.					
	Building Safety Controls	Established a Hackney New Build standardised brief and building information/quality assurance systems. Incorporating Fire Safety Strategies and guidance issued by the central government. Clerk of Works employed as part of ongoing governance.	Governance	Ongoing	Diana Hall, Ken Morrison	Utilising BIM (Building Information Modelling) as 'Golden Thread' of information from Regeneration through to Housing Services. Futureproof buildings: modifying mid-design or re-briefing early stage projects to meet requirements. Revise specifications: V5 spec included early Grenfell findings, V6 includes complete recommendations. Quality: Only brick facades, cladding issues generally avoided. Key stakeholder engagement including DLUHC and GLA.					
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note			
	SEND funding – Escalating SEND spend has an adverse impact on Hackney Education and Council budgets.	The number of pupils eligible for EHC Plans continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit. This poses a serious and unsustainable financial risk. 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.	Regulatory	Catastrophic (5)	Almost certain (5)	High	Jacquie Burke	December 2025: 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. Despite funding for SEND being funded from central government in the near future, there remain risks because we do not know how historic costs that are currently off-balance sheet will be resolved, nor is it clear who will be responsible for costs between now and the change taking effect			
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note					
	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.	Governance	Ongoing	Jacquie Burke Sajeed Patni	December 2025: As part of the Delivering Better Value Programme, The LA has submitted and had approval from DfE on its DSG Management Plan. A DSG Management plan with targets has been agreed and published. We are actively monitoring the SEND deficit against this plan as part of regular budget monitoring and the MTFP process.					
	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.	Governance	Ongoing	Jacquie Burke Joe Wilson	December 2025 - As part of the Delivering Better Value Programme, The LA has submitted and had approval from DfE on its DSG Management Plan. Hackney is part of the Delivering Better Value in SEND Programme. A DSG Management plan with targets has been agreed and published					
	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.	Communication	Ongoing	Jacquie Burke Joe Wilson	December 2025: A revised Graduated Response "Right Support, Right Time" has been launched and is being embedded. The aim is to support pupils earlier					
	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.	Governance	Ongoing	Jacquie Burke Joe Wilson	December 2025: This is governed by the statutory duties in the Children and Families Act 2014, Section 3. Whilst having implemented a robust Multi-Agency Panel to review the requests for new EHC Needs Assessment, because of the statutory duties it has not been possible to introduce a system of having senior managers signing off decisions or refusing assessments. EHC Panel provides a robust review of applications for EHC Needs Assessments (currently 30% of requests are declined, compared to 20% nationally)					
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Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
		<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</p> <p>This is the education focus for current Inspection of Local Authority Children's Services (ILACS) frameworks, and there is an expectation that HE must work with partners to ensure effective and robust identification, tracking, consultation and referral for children that are not receiving a fulltime and appropriate education.</p> <p>Unregistered schools 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. .</p> <p>In Hackney unregistered education settings (UESs) are typically made up of Yeshivot and are attended by boys in the Charedi community. These settings are not schools and as such fall outside of the Ofsted regulatory framework and we cannot guarantee a minimum safeguarding or curriculum standard for these children,</p> <p>Despite the fact that HE holds no powers in regard to either registration or closure of UESs, there remains the perception that the Local Authority has not presented sufficient challenge to the status of such settings. There is a significant reputational risk to HE and the wider Council</p>	Regulatory	Major (4)	Likely (4)	High	Jacquie Burke	<p>December 2025 - Risk remains unchanged, likelihood and impact continues to be high. Risk title has changed for this iteration (12/25) with a more focused entry, with a clearer emphasis on the impact on children.</p> <p>We mitigate the UES risk with robust reporting processes via scrutiny commission and an established hierarchy of internal escalation processes and meetings, delivered in partnership with CHSCP. This risk is held within the partnership and our messaging is consistent and clear.</p> <p>Children who are EHE or CME are prioritised via a multi agency triaging process, and we are confident that the new Children's Wellbeing and Schools Bill will bring about positive changes in the breadth of our remit in this area.</p> <p>This risk was merged with the previous Corporate HE risk relating to Serious Safeguarding failure as both are connected.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
		Coordinating multi-agency responses, Hackney Education escalates any issues relating to the safeguarding of children or young people attending unregistered schools or settings.	Governance	Ongoing	Jacquie Burke Kate Cracknell	<p>December 2025: 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 in December 2024. Hackney Education leads on our partnership response to UESs however this risk is located within the CHSCP risk register and as such it is a shared risk across the partnership.</p>		
		Continuing attempts at engagement with unregistered settings are made by Hackney Education to reduce the likelihood of pupils being put at risk.	Governance	Ongoing	Jacquie Burke Kate Cracknell	<p>December 2025: Dialogue with the Secretary of State and DfE continues. As described continues, plus termly meetings with Interlink (education service within Charedi community), strengthening of offer to Charedi independent settings in terms of attendance training and managing absence due to mental health, offered to Hackney settings and Charedi settings nationally to demonstrate our commitment to the community overall.</p>		
		Ongoing dialogue between HE, DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out.	Communication	Ongoing	Jacquie Burke Kate Cracknell	<p>December 2025: All of the described applies still, however in addition to this concern, there is a renewed focus on pupils out of schools and the EHE consultation looks to suggest that revised legislation will recommend we begin to use SAOs (school attendance orders) to manage our UES cohort, who often cite EHE and we are obliged to list as CME when we are unable to assess education suitability. A rising cohort of EHE children (in line with an over-reliance on exclusions and decline in attendance rates since Covid) suggests that there is a rise in children being out of schools. We currently do not have adequate resources to meet our statutory obligations around EHE but this is being mitigated in discussion with SLT.</p> <p>An update to this risk is that we have secured funding for an enhanced EHE resource for a fixed period (18 months, Sept 24 - Mar 26). This has meant we have been able to offer a service which prioritises children's receiving a visit within a maximum of eight weeks (the statutory requirement is 12 weeks) and many even more quickly. A recent depletion in our staffing establishment in W&ES has impacted EHE/CME and UES work and as such we will need to develop and implement a medium term measure to ensure statutory obligations are met.</p>		
		Continuing attempts at engagement with unregistered settings are made by HE to reduce the likelihood of pupils being put at risk.	Communication	Ongoing	Jacquie Burke Kate Cracknell	<p>December 2025: All of the described applies, in addition we have established positive engagement around attendance support with 70% of our Charedi independent schools, have put on several community specific training sessions for Charedi school colleagues, as well as an ongoing programme of opportunities to troubleshoot, share best practice and undertake termly advice meetings around attendance concerns.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note

Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Pressures on Temporary Accommodation	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, resulting in serious overspend. 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.	Regulatory	Catastrophic (5)	Likely (4)	High	Rickardo Hyatt	<p>December 2025</p> <p>We are seeing a slight decrease in residents approaching as homeless and in need of temporary accommodation. However the continued shrinking of affordable private rented homes available as either settled accommodation or temporary accommodation due to landlords continuing to exit the rental market means the numbers in temporary accommodation are still increasing. This ongoing situation which is particularly acute in London, means that the cost of temporary accommodation is increasing rapidly. The net spend on temporary accommodation rental expenditure reached £41M in 2024/25, an increase of 688% since 2014/15. For comparison, in 2023/24 this figure was £8m (and in 2022/23 £2.5m). The year-to-date successful prevention and relief outcomes as of November 2025 have increased by 5.5%, compared to the same period last year, from 577 successful outcomes in 2024 to 609.</p> <p>Demand</p> <ul style="list-style-type: none"> - The amount of households approaching the Council as homeless decreased with 4181 for 2024/25, a decrease of 5% on last year, but a 72% increase since 2018. - At the end of November there were 3,734 households in temporary accommodation, which represents a 3% increase compared to November 2024, when the number was 3,617. - The number of new temporary accommodation placements is also continuing to decrease, with a 27% decrease on the year-to-date when compared to 2024/25 (762, compared to 1,049 in 2024/25) - The Council has 0 families that we have housed in bed and breakfast accommodation for more than 6 weeks. <p>We are starting to see the impact of global unrest more:</p> <ul style="list-style-type: none"> - Between April and November 2025, 204 households assessed as homeless were required to leave accommodation provided by the Home Office, which is equal to the number as of November 2024. - There are currently 19 Ukrainian households in temporary accommodation. Over the past 12 months, there has been very little change in the number of Ukrainian households approaching or being placed in temporary accommodation. - 579 single people with support needs that require recovery based supported accommodation are currently housed in temporary accommodation. <p>Supply</p> <p>To enable us to prevent destitution the Council has had to increase the amount of nightly paid accommodation that it utilises for TA which is the costliest form of temporary accommodation.</p> <p>Temporary Accommodation providers are leaving the market with currently 147 properties currently in use as TA requested back by landlords. 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.</p> <p>The cross council TA working group continues to pursue deals for more temporary accommodation.</p> <p>Outcomes:</p> <p>The top four reasons for homelessness in the borough continue to be eviction from family and friends, end of a PRS tenancy, domestic abuse, and asked to leave a Home Office Hotel. This is in line with the rest of London.</p> <p>TA Transformation Board</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. The Council has set up a TA Transformation Board, which is pursuing a number of workstream:</p> <ul style="list-style-type: none"> - Reducing the cost of temporary accommodation by utilising the Council's Housing Companies more widely. - Increasing the amount of income charged and collected on temporary accommodation. - Increasing supply of temporary accommodation - Demand Modelling - Developing a model to forecast future demand for temporary accommodation by analysing the drivers of homelessness - Service Review - Evaluating the effectiveness of services in preventing homelessness, managing temporary accommodation costs, and providing move-on solutions
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Date added	Control Title	Control Description	Control category	Status	Control Owner			
	Utilising all available accommodation	Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision.	Governance	Ongoing	Alex Clarke	<p>December 2025 - The Benefits and Homeless Prevention Service continues to utilise all Council owned regeneration void properties as temporary accommodation wherever possible and affordable to do so.</p>		
	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 out of London placements.	Governance	Ongoing	Alex Clarke	<p>December 2025 - The Benefits and Homeless Prevention Service has formally discharged the Council's housing duty by securing tenancies for households into the private rented sector.</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 - Availability of affordable privately rented accommodation 		

Corporate Risk Register (January 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner		Last Note	
	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.	Governance	Ongoing	Alex Clarke	December 2025 - 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.				
	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.	Resourcing	Ongoing	Alex Clarke	December 2025 - This function transferred to the Benefits and Homeless Prevention Service from Adult Social Care in August 2023. The Living in Hackney Scrutiny Commission has been exploring the Council's support provision to homeless residents with complex needs in a year long programme of work with recommendations issued in January 2025. Response to these recommendations went to July 2025 Cabinet. Meanwhile, the Council has commissioned Campbell Tickell to: <ul style="list-style-type: none"> - carry out a Supported Housing Needs Assessment to identify the need for supported housing from single homeless people and rough sleepers with complex needs accepted under a homelessness duty by Hackney - model the number of units and types of supported housing required to meet the gaps identified and carry out 5-year projection - provide an indication of the support costs for the supported housing required and any potential cost savings of increased supported housing provision - provide indicative resource model for the supported accommodation commissioning team. This information will be part of the Cabinet report to inform future discussions on investment and delivery.				
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner		Latest Note	
	Setting up Council owned companies	The Council has been setting up a number of (Council owned and controlled) companies for a variety of reasons - ranging from a need to explore commercial opportunities, to being a vehicle which can help to deliver the Mayor's housing objectives, or saving money and improving convenience for the residents of the borough. If the resources, governance, expertise and capacity needed to establish these functions is not satisfactorily in place, and/or the necessary legal due diligence is not done, these companies will not be fit for purpose and the Council may run the risk of severe financial and reputational impacts. It's also important that any board members from the Council fully understand all aspects of their roles.	Regulatory	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	November 2025 - 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. (there are also a couple of other additional companies related to Housing). Hackney Commercial Services (London Limited) - which is a commercial waste company and was incorporated on 25th October 2021 and started trading in February 2022. Hackney Light and Power (HLP) was launched at the beginning of November 2019, promising some considerable future benefits for the Borough. HLP is an energy services arm of the Council which is still looking at options for operating as a separate entity. This is not currently a company. An area of concern relates to some PIRs (Public Interest Reports) that have been published within the last few 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 (and that those undertaking these roles fully understand them), scrutiny, challenges, business cases and overall decision making. Further commentary from professional service firms on this have suggested the quality of risk assessment and risk management arrangements when investing in commercial activities has often been poor at some councils. Sometimes the desire for them to be a success has overshadowed an appreciation of risk management, with large amounts borrowed to invest in companies, yet lacking the level of risk oversight one would expect to see at equivalent commercial investment management companies. Analysis suggested some councils chose to continue funding companies rather than face the reputational damage of winding up a loss making company. The importance of independent, high quality and impartial investment advice was stressed. Oversight and proper governance will always be essential here.		
Date added	Control Title	Control Description	Control category	Status	Control Owner				Latest Note	
	Setting up Council owned companies	All companies are developed in accordance with prescribed procedures which will ensure that the resources, expertise and capacity needed to establish these functions is in place, and the necessary legal due diligence is done, with appropriate support provided by relevant Senior Officers, and where necessary, external parties. At Hackney there is: - Strong emphasis on the role of statutory officers, including regular meetings of Chief Finance Officer and Monitoring Officer with Mayor on governance matters. - 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 exist to evidence the Council's approach to governance, finance and the establishment of ASDVs. - Companies report to Cabinet as shareholder annually with a business plan and accounts, with Chief Finance Officer acting as "intelligent shareholder"	Governance	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacque Burke; Helen Woodland; Rickardo Hyatt; Deirdre Worrell	November 2025 - A guidance note on Alternative Service Delivery Vehicles was agreed by CLT for use when such vehicles are under consideration. This sits alongside a guidance note prepared by the Legal Service on Directors' Responsibilities. 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: 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.				
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner		Latest Note	

Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
1 Dec 25	Climate programme delivery & governance	Failure to meet commitments to address the climate and ecological emergency and non-delivery of Climate Action and Implementation Plans, stemming from insufficient resources, limited staff or funding, unclear governance, competing priorities, capacity constraints, or lack of awareness and engagement. This will make achieving positive change challenging, leading to missed targets, reputational damage, and negatively contributing to the climate and ecological crisis locally and globally. There is also the potential of unreliable data to measure emissions or track progress, leading to poor decisions or weak evidence of success. This could impact on overall delivery as well as reputation.	Strategic	Major (4)	Possible (3)	High	Rickardo Hyatt, Geeta Subramaniam-Mooney, Sam Kirk	December 2025 - this is a reframing of the Climate Emergency risk which has been on the Corporate register for the last 7 years (and will remain so).
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
1 Dec 25	Programme governance established through the Climate Programme Board (and officer tiers below)	Climate Programme Board in place with senior ownership. Named leads and milestones for each action. Biannually progress reports and risk reviews. Climate actions built into service plans and staff objectives. Use the Local Partnerships Climate Adaptation & Risk Tool each year to check our coverage and update risks.	Governance	Ongoing	Sam Kirk	December 2025 - Climate Programme Board (CPB) established with Terms of Reference and meets bi-monthly. Annual decarbonisation report presented at Full Council, and that along with summary available online. A Council Climate Implementation Plan has been developed, to ensure there is a focus, and this is tracked and monitored through Climate Programme Officers Group (CPOG), and facilitated through the Climate Programme Team. Further, the Green Infrastructure Strategy and Local Nature Recover Plan have also been approved, and governance arrangements being established. Also, external partnership arrangements are being tested, along with ongoing work with stakeholders and communities relating to individual themes in the Climate Action Plan. Recently Green Infrastructure Task Force established, with a Biodiversity Officer Group sitting below. Annual progress report submitted to Full Council in Sept 2025.		
1 Dec 25	Established data collection and reporting mechanisms	Agreed method for calculating emissions and biodiversity data. Programme team responsible for data and performance tracking. Annual data check, review and publication of progress at Full Council.	Governance	Ongoing	Sam Kirk	December 2025 - Climate dashboard being established. CAP progress reporting to be developed, so that borough wide monitoring as well as council monitoring is taking place.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Reduction of the use of residential placements	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 has been regularly forecast to overspend, largely driven by a change in the profile of care arrangements linked to the complexity of care for children coming into the service. There are also more children within high cost bespoke packages than in previous years and this has caused upward pressure on cost for the service this financial year. At the start of this financial year we have seen a reduction in the use of residential care arrangements, however the costs are increasing in residential care and semi-independent care arrangements due to care providers being faced with the challenges of rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council.	Regulatory	Major (4)	Possible (3)	Medium	Jacquie Burke	November 2025: The Corporate Parenting forecast (which comprises predominantly on spend on care arrangements for care experienced children and young people) for 2025/6 is currently £26.74m, against a budget of £28.06m (ie a £1.32m or 5% underspend). This represents significant progress in controlling costs relating to care arrangements. To note, we have in recent months seen a slight increase in our numbers of looked after children, from 352 at March 2025, to 364 in November 2025. This is likely to place some pressure on the forecast. This is primarily related to a high number of referrals in recent months from Hackney's asylum hotels, for age disputed asylum seekers. Christmas time is also traditionally a period where we see fractures in family and care arrangements, which can result in new accommodations or step ups in types of care arrangements (which correlate with higher costs), however, at this time we remain optimistic about the forecast. Therefore, there is a slight decrease in the risk score.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Reduction of the use of residential placements	Management actions have been identified and these are factored into the forecast when delivered. These include reductions in the number of high cost placements and a Panel process to review the top 30 high cost care arrangements. Also a Foster First approach which means all children under the age of 16 are to be offered a foster placement as a first option.	Governance	Ongoing	Jacquie Burke Diane Benjamin	November 2025: Budget pressures in relation to looked after children care arrangements remain despite further allocation of growth in 2025 for looked after children care arrangement costs funded primarily from the increased social care grant. This reflects a change in profile of need, associated with a greater number of adolescents with high levels of need and a change in the profile of placements (more independent fostering agency fostering care arrangements, less in-house, as well as increased use of residential care arrangements). The additional and complex needs of some children with autism and other associated conditions can result in high-cost care arrangements. Locally, the service is focused on increasing the number of in-house foster carers which will reduce the average unit cost of LAC care arrangements. Looked after children numbers have fallen steadily over recent years, from 431 at March 2021 to 364 at November 2025. This is being monitored by leaders. The decrease in the number of looked after children is linked to a number of factors including changes to the Children's Resource Panel where there is senior management oversight of decisions for children to enter care. The Panel has been refreshed to offer a higher level of respectful challenge and high support, with a focus on mobilising resources to step in to a family and reduce harm, keeping children at home where possible, enabling us to be more confident that we have the right children in our care.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note

Corporate Risk Register (January 2026)								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Adult Social Care Budgets	<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>Inequalities in health experienced by residents have added cost pressures across the system.</p>	Regulatory	Major (4)	Likely (4)	High	Helen Woodland	<p>This was escalated to the Corporate register earlier in 2024 and remains a significant risk in 2025 and into 2026</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. - Payment processes were severely impacted by the cyber attack - 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, with learning to be implemented on how we equitably charge and create a simplified process for care charging. - The directorate has an under-funding due to insufficient funding settlement and grants. - These risks continue to be monitored and reported through the monthly OFP report and through monthly updates at ASC SLT, AH&I DLT, as well as Council Budget Meetings as appropriate. A transformation programme exists to contribute towards the costs associated with the current demand against budget envelope, as well as an ask of system partners to contribute to demand and impact of health inequalities in the community.
Date added	Control Title	Control Description	Control category	Status	Control Owner		Latest Note	
	Financial Controls	<p>A department savings tracker has been implemented and is coordinated by Finance, Head of Service Lead and relevant officers, and reported to ASC SLT monthly. For services with a S75 Agreement, this is now monitored at the appropriate quarterly governance meetings</p> <p>Mosaic Follow On work has priority areas around finance, including systems to provide more accurate sign off of care delivered vs care commissioned</p> <p>Quality assurance process for care and support commissioning embedded</p> <p>Closely monitoring future funding arrangements for hospital discharge pathway, with oversight of health contribution via the BCF</p> <p>Working in partnership with an external provider on 'Transforming Outcomes Programme' to contribute towards savings, with one workstream continuing into 2025/26</p>	Governance	Ongoing	Helen Woodland Georgina Diba		November 2025 - This is ongoing.	
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Council property repairs	<p>Council repair services fail to reach expected standards, with difficulties for tenants / leaseholders in effectively reporting their problems, and then long waits for satisfactory fixes to actually occur.</p> <p>The risk remains not meeting the expectation of tenants / leaseholders and not providing the service which residents feel they are entitled to.</p> <p>Additionally, in the aftermath the Housing Ombudsman's (paragraph 49) report, there are reputational risks regarding the Council's ability to effectively address all recommendations and reach the required standards.</p>	Strategic	Major (4)	Likely (4)	Medium	Rickardo Hyatt	<p>December 2025 The paragraph 49 investigation report from the Housing Ombudsman was published on May 22, and the Council immediately acknowledged the assessment's finding that tenants have not received the service they should be receiving from the Council. The new Cabinet Member for Housing apologised for this shortfall and reassured tenants and the Ombudsman that the Council is fully committed to improving the service it provides as a landlord to homes it has responsibility for. The Ombudsman investigated a range of cases that had affected tenants from two years ago which predated the implementation of the Council's own internally led service improvement plan, and this plan is key to ensuring this better approach to support residents with additional needs to live in their homes. The report did acknowledge the ongoing commitment of housing officers within the Council and also referred to the numerous external challenges the organisation have had to deal with in recent years. However the overall Council response to this is to listen and continue to work with the recommendation to ensure we always strive to improve housing services for our tenants.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner		Q1 Update	
	Housing Repairs Improvement Board	<p>The establishment of the Housing Repairs Improvement Board to oversee the reduction of the backlog of outstanding repairs and improvement of the repairs service experienced by tenants and leaseholders from the point of contact with the Council to the completion of the repair.</p> <p>The Board will:</p> <ul style="list-style-type: none"> To ensure culture change and accountability within the service to provide high quality services that meets residents expectations To receive regular progress reports on outstanding responsive repairs cases that are overdue and review corrective action where necessary To approve the tenants service plan that sets out how the customer journey will be improved To receive progress reports on the performance of the customer contact centre (housing) To review customer complaints in connection with the repairs service To identify appropriate measures to be taken in the event of failure to deliver against key actions and targets Establish a task and finish group to review the councils approach to dealing with damp, mould and leaks To receive key performance information for repairs from the TMO's 	Governance	Ongoing	Kain Roach		<p>May 2025 - Late last year saw the finalising of the procurement of our additional contractor support following the demobilisation of the last contract (Purdy's). The new contracts will see us moving from a single support contractor to 4 support contractors, 2 larger (to pick up larger minor work jobs) and 2 smaller to support the day to day responsive work. Work has continued to mobilise the new support contractors and the two small contractors have been informed where they have been successful and we are currently consulting with our leaseholders given that these contracts will be Qualifying Long Term Agreements</p> <p>December 2025 These contracts are now fully mobilised. The two larger contracts were issued to Wiggetts and Fosters on a 60/40 split respectively. The two smaller contracts were issued to Purdy and Herts Heritage also on a 60/40 split. Unfortunately we now find ourselves in demobilisation phase on the Purdy contract due to inability on their part to fulfil the terms.</p>	

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