

Chief Executive's Risk Register

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
Risk originally drafted 2021	A range of key external factors that have the potential to undermine our ability to deliver against the priorities of our Community Strategy 2018-2028.	<p>Due to the complexity of the wider environment, there are external factors which can impact or disrupt delivery of the Community Strategy 2018-2028 and Strategic Plan 2022-26.</p> <p>The main external factors are:</p> <p>Ongoing economic uncertainty including entrenching poverty and inequality (with the ongoing cost of living crisis), housing affordability, population churn and change, increased complexity of need in communities and eroded trust and confidence.</p> <p>This becomes more difficult, however, when reacting to growing demands and pressures and a growing budget gap to the Council's core revenue budget. This cost of living crisis will impact the Council and partners' ability to deliver services as well as their staff, and will put some organisations at risk.</p>	Strategic	Catastrophic (5)	Likely (4)	High	Dawn Carter - McDonald	<p>Updated October 25. This risk remains current. Externally low economic growth nationally continues with impact on residents and businesses. Nationally debate around community cohesion and inclusion has been significant with demonstrations around asylum hotels, although these have not to date focussed on Hackney. The financial risk to the council has increased in the context of weakness of public finances and the potential Fair Funding review reform by Government.</p>
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Risk originally drafted 2021	Analysis and proactive forward planning to support the management of the increased complexity of the external environment.	<p>Adopt a suite of frameworks and strategies, and the corporate planning and delivery infrastructure needed to respond to uncertainty and complexity - helping us focus on long term goals, and maximising the benefits and mitigating the impacts as they arise.</p> <p>The Strategic Plan and Community Strategy were developed with extensive external and internal dialogue, and was approved by Council in 2022 and 2018 along with a new Equality Plan in 2024.</p> <p>We have also adopted a poverty reduction framework which is now in place.</p> <p>Delivery of the strategic plan is monitored annually and reported to Full Council.</p> <p>The initiation in autumn 23 of a corporate transformation programme managed from a corporate transformation team in the CEX directorate provides additional capacity and process to ensure that resources are aligned to priorities and the council is effectively managing demand pressures.</p> <p>Corporate Peer Challenge held September 2025 reviews the council's understanding of and capacity and approach to delivering local priorities.</p>	Governance	Ongoing	Kieran Read Jason Davis	<p>October 25.</p> <p>Strategic Plan Updated July 25 identifies key delivery priorities for the year 2025/26.</p> <p>Corporate Transformation programme agreed by Cabinet Sept 25.</p> <p>Cumulative Impact Assessment of budget proposals ongoing.</p> <p>Corporate Peer Challenge 1 year on visit held October 25.</p> <p>Engagement with all political parties to ensure manifesto development for May 26 elections is informed by an up to date evidence base on local need, national policy and council finances.</p> <p>Work underway on Community Cohesion framework.</p>		
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Risk originally drafted 2021	Key LB Hackney partners' strategies and implementation plans diverge from the agreed approaches leading to:	<ul style="list-style-type: none"> • a failure to deliver new cross cutting priorities in the Community Strategy that address the strategic risks and opportunities in Hackney • an ineffective or misdirected use of resources, with individual partners approaching issues in a piecemeal or siloed way • short termism and a lack of join up around long term preventative strategies • the value of Hackney's Voluntary and Community Sector (VCS) and their potential to leverage in external resources is not maximised • Risk of partners not being able to progress with longer-term aspirations due to increased demands and costs etc. Potential closure of VCS orgs. 	Strategic	Major (4)	Likely (4)	High	Dawn Carter - McDonald	<p>Updated October 25. Risk continues with more closures of VCS organisations. The Council cannot fully mitigate in these situations or have a rescue package each time an impactful organisation struggles. This is still a risk because of capacity - the pandemic highlighted the importance of long term goals that promote fairness, equality and cohesion. Having a strategy and partnership in place has demonstrated that Hackney had a level of preparedness to respond to the pandemic and to develop our strategic response. Partners are therefore valuing this infrastructure and engaging with it, as a way to focus on cross cutting priorities, which ultimately will help us address the immediate demands on services and inequalities in communities.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
Control description updated 10/25	Strategic partners own and drive cross cutting priorities identified in the Community Strategy.	<p>Our approach to Strategic Partnership working is evolving and a new community partnerships function is being established in early 2026 to develop a more collaborative relational approach to partnerships building upon and strengthening existing strategic partnership arrangements. This approach is driven by the ambitions set out in the Council's Strategic Plan, underpinned by our Equality plan, informed by partner plans and aspirations for partnership working and key to delivery of our voluntary sector strategy</p>	Governance	Ongoing	Kieran Read Jason Davis	<p>Updated October 2025</p> <p>Inaugral internal communities group meeting scheduled for Nov 6th 2025</p>		
Control description updated 10/25	The Council's partnership with the voluntary and community sector is underpinned by a shared strategy that defines how we will work together and our shared priorities, framed by the Community Strategy	<p>The Voluntary and Community Sector Strategy has been refreshed. It takes a long view as a 10 year strategy visioning the sector's future and exploring what is needed to continue to ensure our relationship with the sector provides maximum value to our communities most impacted by racism and inequalities. Through the engagement undertaken for the refresh we were able to confirm that the strategy remains relevant today. However the refresh also allowed the incorporation of the change in context of the last 5 years including the Equality Plan. Cabinet approved the strategy in July 2025</p>	Governance	Ongoing	Kieran Read Jason Davis	<p>Updated October 2025</p> <p>Refreshed strategy presented to Cabinet in July.</p>		
Control description updated 10/25	The Council's investment and support of the voluntary and community sector is framed by the current institutional and external contexts and ultimately supports the long term goals in the Community Strategy.	<p>A review of the corporate voluntary and community sector grants has taken place and this will be extended to Council wide investment. The key issues were identified in the Voluntary and Community Sector Strategy.</p>	Governance	Ongoing	Kieran Read Jason Davis	<p>Updated October 2025</p> <p>A full review of investment in the VCS across the Council is underway with an initial focus on grants completed. The VCS Strategy refresh and the embedding of the Equalities Plan provided the framework for the redesign of the grants to achieve savings from the 2025/26 programme</p>		
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Risk originally drafted 2023	Cost of Living	<p>Despite the easing of inflationary pressures many residents still face a cost of living crisis.</p> <p>There is a risk of residents in private, and larger social rented accommodation and those in temporary accommodation being unable to pay bills or keep up rent/mortgage payments as well as the most vulnerable households. Increased financial risk to the council eg non payment of Council Tax etc.</p> <p>Increased poverty is likely to increase demand for advice, food banks, and other voluntary sector partner services. VCS providers report increased costs, particularly for culturally appropriate foods. Charitable Foundations are less keen to invest in Hackney as there is a perception that there are lower levels of poverty now. Increased competition for council funding as well as funding generally. All of this impacts severely on overall service delivery.</p> <p>Internally, there is a danger that staff experiencing poverty and associated stress impacts attendance levels (with possible increased sickness, or staff not being able to afford travel). Increased cost of living pressures, not met by future wage increases could result in future industrial action.</p>	Financial	Major (4)	Likely (4)	High	Dawn Carter - McDonald	<p>October 2025 - There is an overarching Corporate risk on this, but the control measures here focus specifically on those concerning the Chief Executive's Directorate with regards to this. The themes here are particularly building on existing work on Poverty Reduction</p> <p>A cross council Poverty Reduction Oversight group has been established (Sept 2025) which will meet quarterly and report to the Mayor.</p> <p>Design work has begun on the local policy for implementation of Crisis & Resilience Fund which will replace Household Support Fund and Discretionary Housing Payments from April 26.</p>
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	Financial assistance	<p>Most vulnerable residents are already under the scope of Poverty Reduction Framework: Responding to the cost of living crisis and worsening levels of poverty in Hackney. This will continue to be applied</p> <p>The Here to Help booklet is being re-printed and will be circulated to residents via community organisations and services and with Council Tax bills.</p> <p>A programme of initiatives funded by the Household Support Fund has been agreed by the Cabinet. This includes food support for children, crisis payments to residents via Money Hub, and a range of Council and Health service and grant funding to voluntary organisations to provide support with food, fuel, and advice and energy saving packs delivered alongside advice to help residents save money on fuel bills long-term</p> <p>We will continue to produce the fortnightly cost of living newsletter with information to over 1,000 frontline professionals working with residents in financial hardship and continue to facilitate the bi-weekly Tools for Frontline Staff sessions, offering information and peer support to services working with residents in financial hardship.</p> <p>Promote wellbeing offer, Employee Assistance Programme and hub of tools for staff to deal with crisis.</p>	Resourcing	Ongoing	Kieran Read Assorted CEx Directors			<p>October 2025. Household Support Fund extended throughout 2025/26. Design underway on successor Crisis and Resilience Fund.</p> <p>Just over 29,000 support packages were delivered via the Household Support Fund (HSF) to residents in the first quarter of 2025/26.</p> <p>In Quarter 1 25/26 the Here to Help service helped residents claim an additional £390,000 of unclaimed benefits</p>
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09/25	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 or 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; Kieran Read	<p>September 2025 - The Corporate Transformation Programme is 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.</p>
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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 pace 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	Sept 25		<ul style="list-style-type: none"> Cabinet agreed programme 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	Sept 25		<ul style="list-style-type: none"> 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	Sept 25		<ul style="list-style-type: none"> Communications campaign phase 2 launched Sept 25 People and OD strategy going to Cabinet in October 25
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	Universal Credit full roll out	<p>Financial: Universal Credit places the responsibility on the claimant to manage their claim and pay their rent from a one monthly payment. The five-week delay in first payment and monthly payment can lead to increased rent arrears for council tenants and make it more difficult for the council to recover other debts. Since the pandemic there has been an increase in the number of tenants not paying rent and cancelling direct debits (e.g. council tax). The impact of the Cyber Attack compounds these issues.</p> <p>Strategic: An increasing number of vulnerable residents struggling with their finances will put pressure on other public services. For example, employment and skills services as well as the health and care system. The five-week wait for a first payment remains and the use of an advanced payment reduces future income.</p> <p>Reputational: There is an expectation that the Council helps those who face barriers to making and maintaining a claim and those struggling to manage their finances. The Council's position as a large social landlord creates further pressure on the organisation to balance its approach between collecting payments and supporting residents who may be struggling financially. This is made even more the case by the impacts of the Cyber Attack and the approach the Council takes to debt recovery.</p>	Regulatory	Major (4)	Possible (3)	High	Dawn Carter McDonald	<p>October 2025 - the risk is monitored and reported to Poverty Reduction Oversight Group. Details on current position are provided under control measures.</p>
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	Impact of Universal Credit	<p>A partnership involving DWP JCP, several Council services and external partners maintains a partnership plan which identifies and addresses key risks under review. Main actions include: Close partnership working with DWP, communications with Hackney tenants, resident sustainment activity, partnership working to ensure that claimants can access the DWP funded Help to Claim service delivered by the Citizens Advice Bureau, funding the advice sector and working closely with them to meet demand. Our communications team has undertaken targeted social media activity and published articles in Love Hackney and the Council's e-newsletter. This activity will continue, particularly at key points in the process. We will work with specialist groups and communities such as disabled people and advice providers to understand the channels most likely to reach at risk groups. £20k from the Household Support Fund has been allocated to undertake communications and engagement work on UC Migration and wider poverty reduction.</p> <p>Hackney has also adopted a poverty reduction framework which will help us to respond to the impacts arising from UC through better co-ordination of wider support.</p>	Governance	Ongoing	Dawn Carter McDonald	October 2025		<p>Move to Universal Credit has gone better than expected, with just 6% of cases known to the Council failing to migrate within the specified 3 month period. However, only about half of the 15,000 or so claimants migrating to Universal Credit at this time are known to the Council. Migration is only the first step in the process. Claimants then have to manage their money, including rental payments themselves and have to keep their journals up-to-date online. We are concerned that the DWP is not providing the appropriate levels of support especially to residents who are disabled or who face situations like Domestic Violence, Relationship Breakdown or Bereavement which can make tenancies particularly very complex. DWP officials do not always understand the rules, have insufficient time to spend with claimants or lack the training and support to operate in an empathetic, trauma informed, anti-discriminatory way. We are monitoring the situation via a multi-agency officer working group and engaging the DWP's Partnership Manager to resolve these issues. We are reporting up to members to encourage them to raise issues with ministers as appropriate.</p>
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	Workforce / Equality	<p>There is a risk that after many years of austerity, the Council's workforce is less well equipped to deliver services effectively and provide the support that the community expects. If resources and ability are not in place or effectively supported, service delivery will suffer.</p> <p>There is also a risk that the Council's workforce does not reflect the diverse community that we serve.</p>	Strategic	Major (4)	Possible (3)	Medium	Dawn Carter - McDonald	<p>October 2025 - The HR & OD Service is now well established with a restructure having been undertaken. New roles have been recruited for to support and lead on the design and delivery of the HR & OD Strategy.</p> <p>There has been significant focus on EDI and workforce equality with improvements made within the Gender Pay Gap Report, as well Equality, Diversity, Inclusion and Belonging (EDIB) woven into our Equality Policy which is the foundation of our Anti-Racist Action Plan. Alongside, new staff groups have been established to reflect the ambitions of the council and all protected characteristics.</p>
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	Workforce Strategy	<p>A comprehensive workforce strategy addressing issues raised by Covid pandemic has been put into place and approved by CLT.</p> <p>Workforce is a regular monthly item on the CLT agenda (with the HR Director in attendance), where progress on the actions and controls outlined in this risk are discussed.</p>	Governance	Ongoing	Sandra Farquharson	October 2025 The People and OD Strategy has been to CLT for sign off and will go to Cabinet in November.		
	Inclusive Leadership Action Plan	<p>A specific and comprehensive action plan that addresses workforce diversity priorities and embeds and inclusive leadership culture to be put into place and delivered. Also, the Council undertook a local recruitment campaign in order to attract local people to work for the Council.</p>	Governance	Ongoing	Sandra Farquharson	October 2025 There has been a review of the OD Board Terms of Reference and membership will now include all staff network chairs to support delivery of the HR & OD Strategy and plans outlined above. The EEDIB Strategy has been to CLT for sign off and will go to Cabinet in November.		
	Enhanced Workforce Data	Workforce analysis capability to be enhanced, including analysis of pay gaps and a review of the data provided in the workforce profile.	Resourcing	Ongoing	Sandra Farquharson	October 2025 The enhanced Gender and Equalities Pay Gap Report has been to Corporate Committee in September 2025 and will go to Full Council in November for noting.		
	Data monitoring of HR processes	Work to be undertaken to collect demographic data of employees within HR processes, starting with the Grievance process as a proof of concept. Also, there is a technology plan in place to ensure the technology we operate keeps pace with the way we need to deliver services.	Governance	Ongoing	Sandra Farquharson	October 2025 This is ongoing		
	Agency Spend	The Chief executive tasked CLT with reducing agency spend in order to reduce the risk of an unstable workforce and excess spend	Resourcing	Ongoing	Chief Executive	October 2025 - A review of agency spend is a part of the ongoing Corporate Transformation Programme. Recruitment restraint has been in place since November 2024. A business case is required to be submitted to request approval to proceed with engaging any new agency workers. In addition the agency joint venture is anticipated to support the reduction of agency spend. The current forecast shows a £11m reduction compared to 23/24.		
	Organisational Change Policy	There is a comprehensive and best practice organisational change policy and procedure in place to manage the changes that the Council needs to implement in the workforce.	Resourcing	Ongoing	Sandra Farquharson	October 2025 - Organisational Change Policy requires a review. There are plans to undertake a Workforce Policy Review outlined in the HR & OD delivery programme which includes determining the priority policies. New roles within the HR&OD Service have been established and once roles are occupied, the aim and focus of the review is to ensure best practice, remove barriers and embed the council's commitment to EDI. We have also established the EDIB Head of Service, taking a cross council approach and reporting directly to the CEx. The Organisational Change Policy will be a key policy and prioritised within the review. A Policy Review Project has been established with timescales for all policies to be reviewed by Q4 2026		
	Equalities in pay	The legal landscape and equality in the pay and grading structure continue to be monitored ongoing. Also, a control and monitoring system has been implemented for market supplements	Resourcing	Ongoing	Sandra Farquharson	October 2025 - For public sector employers, there is a legal duty under the Equality Act 2010 to conduct an annual audit of salaries to assess the impact of pay on different protected characteristic groups		
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	Organisational Development: risks to the workforce strategy aims of an engaged, motivated workforce, and inclusive workplace.	The new OD Strategy has been developed alongside the HR OD Delivery Programme and an implementation timeline for our future workplace programmes. Whilst staff have returned to doing more office based work, the OD strategy needs to ensure that staff feel engaged and supported and there is cohesion within hybrid teams. There is potential for there to be a disproportionate impact on some groups of staff, and there are existing perceived disparities between front line/field based and office/home based staff.	Strategic	Moderate (3)	Possible (3)	Medium	Dawn Carter - McDonald	<p>Updated October 2025 - Risk is stable</p> <p>People and OD Strategy has been to CLT for sign off and will go to Cabinet in November 2025. Work is ongoing with all staff networks and TUs to determine future hybrid ways of working. This work needs to be aligned with change and transformation and will take staff survey outcomes, motivation and workforce inclusion into account.</p>
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	Ongoing programme of staff engagement and insight; OD board focusing on emerging needs of workforce	The Council is piloting training for all managers with home/office staff to help them gain the skills to effectively manage a hybrid workforce. 65 took part in the pilot in Oct 21 with the aim to use their feedback to further adapt and tailor the course content for Hackney and deliver organisation wide. An organisation wide staff survey has been completed to test staff engagement/morale/informed levels. Data has been provided at directorate and dept level and support provided for Directors to shape action plans. Regular staff insight work was carried out throughout the pandemic and has shaped the organisational response and future workforce plans. The workforce strategy has been updated in the light of the pandemic.	Governance	Ongoing	Sandra Farquharson	<p>October 2025 : There were new strategic OD roles created in the HR&OD Service which was implemented on 1st September 2024, and have been filled over the last year. The OD Board Membership and TORs will be reviewed and be outlined in the OD Strategy. A skills gap pilot will be undertaken in HR and once concluded plans for further expansion will be developed by the end of the FY. Outcomes will include proposals to ensure the training, development and succession plans of the Service take into account the diverse and ageing workforce, as well as succession planning in light of local and national hard to recruit skills.</p>		
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	No Legal Advice Sought or Given	Directores and services fail to seek timely advice on the right decision-making process and to seek legal advice on contracts or litigation resulting in adverse court rulings and increased costs or compensation. Clear reputational and financial risks.	Regulatory	Moderate (3)	Possible (3)	Medium	Dawn Carter - McDonald	September 2025: Risk remains static, regular client training, client liaison meetings and quarterly team updates will continue to provide mitigation. In addition, training is being delivered by the Governance Service around Constitutional matters. The recent Supreme Court Judgement relating to gender recognition and how the Equality Act 2010 should be interpreted, only adds to the challenges of legal advice.
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	No Legal Advice Sought or Given	Decision making procedure note prepared and provided to clients and staff; regular advice provided to clients on governance and decision making; close management and monitoring of decision making requests on urgent items.	Governance	Ongoing	Louise Humphreys Juliet Babb	The Governance Service has carried out, and continues to offer, training on the role of the Service and decision-making generally.		
	No Legal Advice Sought or Given	Consider and review team training, including reporting and authority limits and accuracy checks on high risk activities and briefings of arrangements to other directorates. Training on procurement procedures to mitigate the risk of service departments following the incorrect procedure. Also ensure effective communication is carried out between teams, and effective templates are distributed by Legal Services.						
	Legal and Governance compliance	Failure of Lawyers and Governance Team to identify in a timely manner Legal and Governance Risks that arise in case management and non-compliance with Governance procedures, this also includes providing legal advice and governance support on matters instructed upon by clients and directorates. This would present legislative, reputational and financial risks to the Council.	Regulatory	Major (4)	Possible (3)	Medium	Dawn Carter - McDonald	September 2025: Risk remains static, albeit that in some areas, such as childcare, litigation, procurement and housing there has been an increase the volume of instruction in a non-timely manner.
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	Legal and Governance compliance	Ensuring that appropriate authority for the legal action proposed is sought at the outset of instructions. Lawyers to review cases at commencement to identify potential risk. Matters and areas of concern relating to identified risks are escalated. Regular review of the Legal Risk Register by all lawyers and senior management. Monitor the submission timetable for reports in advance of the due dates. Monitor late submission to identify trends and escalate where necessary.	Governance	Ongoing	Louise Humphreys Juliet Babb	Workloads and cases are monitored closely by line managers via supervisions / check-ins / team meetings.		
	Legal and Governance compliance	Concerns are escalated to SMT where appropriate. The internal Legal Risk Register is carefully monitored						
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	Council Meetings	Conduct of Council meetings - lack of resources to support live streamed meetings and members may be in 'remote attendance', and issues with Town Hall infrastructure (i.e. microphones, ICT and other elements). Risk of reputational damage as result, or legal challenge due to meeting procedures not being followed correctly.	Regulatory	Major (4)	Possible (3)	Medium	Dawn Carter - McDonald	This continues to be a risk while stop-gap solutions are in place and resolutions being sought. Although it should be noted that meetings are required by law to be conducted in person and thus offering 'remote attendance' by members is not a legal requirement, nor is livestreaming.
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	Council Meetings	Regular meetings between ICT, Facilities and Governance Services to identify issues and solutions. Continued support for staff and Councillors in using ICT equipment for formal meetings.	Governance	Ongoing	Louise Humphreys Juliet Babb	Sept 2025 - The Council is currently in procurement for a new AV system for the Council Chamber and Committee Rooms - evaluation of tender panels is due to commence in late September with a working timescale of having the new equipment installed by the end of the 2025. The tender has been drafted so as to 'future proof' for requirements arising from the Government's announcement that it intends to legislate, when parliamentary time allows, for Councils to be able to adopt fully remote meetings and also for a requirement for proxy voting option. Training on the successful system for staff and elected members will be undertaken.		
	Risk to Resources	Demand for Legal Services is greater than the service can deliver due to lack of sufficient resources (i.e. legal staff), leading to decrease in staff morale, higher workplace stress levels and associated risk of absence due to ill-health. Alternative service provision via external lawyers would place increased financial pressure upon the Council at a time when its budget is constrained.	Operational	Major (4)	Likely (4)	High	Dawn Carter - McDonald	Risk is stable but ongoing.
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	Risk to Resources	Early engagement with Legal Services should be encouraged to enable matters to be more effectively managed throughout and to enable advice to be provided which could obviate difficulties arising later on, such as avoidable legal proceedings. Client relationship meetings take place on a regular basis to ensure that, where possible, the Legal Service has an indication of likely future demand. Where pressures have been identified, business cases will be presented to client services where more resources are required.	Governance	Ongoing	Louise Humphreys Juliet Babb	This is an ongoing risk to the Council particularly as the Council's financial position means that client services are less able to directly fund additional resource requirements.		
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	Case Management System	<p>Following the cyber attack in October 2020, the legal case management system became unusable. An alternative system was in process of being implemented, which had to be accelerated even though the system was not fully functional and tests had not been completed. Despite the best efforts of everyone involved to secure the necessary improvements to the system over time, the system is not fit for the Council's requirements and issues continue to be experienced on a regular basis and the root causes of these issues are not easy to identify / fix swiftly.</p> <p>Impact on staff morale and productivity (e.g. time wasted having to manually import emails into the system rather than their being automatically imported).</p> <p>Risk of loss of Lexcel (Law Society) accreditation due to non-compliance with the Lexcel standards and being able to demonstrate to the Assessor that files are being appropriately managed (not a qualitative assessment of the work undertaken).</p>	Strategic	Major (4)	Likely (4)	High	Dawn Carter - McDonald	Updated September 2025: Risk is ongoing.
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	Case Management System	<p>Discussions are underway with ICT about an alternative case management system, but only two providers have been identified who claim to be fully integrated with Google systems - one of whom is the current supplier. An interactive demonstration of a second supplier's system indicates that existing issues would not be resolved which is a consequence of the way in which Google works rather than the supplier's system. The Service is therefore exploring alternatives based upon a windows/microsoft operating system and infrastructure, although this would necessitate a capital funding bid.</p> <p>This continues to be a priority for the Legal Service.</p>	Governance	Ongoing	Louise Humphreys Juliet Babb	Agreement has now been reached for the legal service to introduce a Windows based case management solution, as there are no realistic options based upon G-suite. A procurement exercise has been conducted and a successful bidder chosen and the contract award 'signed off' via delegated powers. Capital funding for windows based equipment has already been secured via ICT. There are a number of one-off costs for implementation which are not within the service's current budget provision although initial conversations with finance colleagues have been positive. The deadline for transition is 'tight' (March 2026) but the service is being supported by a project manager and user research is being conducted to identify process issues.		
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	Breach of Statutory Requirements on Elections / Electoral Registration	Non-compliance with the Statutory Requirements for Elections may lead to invalid processes resulting in legal action and the need to re-hold elections incurring additional costs and reputational damage.	Regulatory	Moderate (3)	Possible (3)	Medium	Dawn Carter - McDonald	Reviewed September 2025 - Any breaches or problems will impact severely on the authority and Returning Officer. Risk score remains static. The fact that three elections (plus some local by-elections) have been successfully held over the last 18 months should serve to provide assurance that processes are working effectively.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Breach of Statutory Requirements on Elections and Electoral Registration	Electoral Services to monitor and maintain procedures for all Electoral Requirements to ensure compliance with new and existing processes using appropriate advice and guidance. Regular review of systems and infrastructure particularly with future legislative electoral changes in the next 3 years, particularly in relation to the annual canvas	Governance	Ongoing	Louise Humphreys Bruce Deville	Reviewed September 2025 - Ongoing regular review alongside AEA London Branch of changes and expected changes. Last of Election Act changes being enacted.		
	Breach of Statutory Requirements on Elections / Electoral Registration	Regular review of systems and infrastructure for both electoral registration and elections	Governance	Ongoing	Louise Humphreys Bruce Deville	Reviewed September 2025 - ICT reviews undertaken - new tablets for canvass ordered; extension to Xpress contract agreed with ICT.		
	Breach of Statutory Requirements on Elections and Electoral Registration	Continue to review team resources to ensure continued accurate and consistent delivery of priorities.	Resourcing	Ongoing	Louise Humphreys Bruce Deville	The team successfully delivered elections in recent years, including the General Election and GLA elections in 2024. Additional staff will be brought in at election times.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
	Involvement: uncertainty regarding residents feeling involved in Council key projects and view on achieving the goals of the community strategy.	<p>Consultation and community engagement activity not providing relevant information and/or not reaching or getting feedback from a wide and diverse range of people in Hackney. People do not feel listened to and cannot relate their views, priorities and interests to work being delivered. Residents do not feel that the local growth and change in the borough is benefiting them.</p> <p>If the Council fails here, an inclusive approach will not have been achieved, and without proper community engagement, the credibility of work undertaken is adversely affected. The organisation's reputation would also be damaged.</p>	Strategic	Moderate (3)	Possible (3)	Medium	Dawn Carter - McDonald	Updated September 2025 - This risk is ongoing. Results from the upcoming resident insight survey will provide a timely update on the Council's efforts to engage residents.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Consultation and community engagement strategy and individual consultation and engagement plans	<p>Community Engagement is a key part of the Council's Communications and Engagement Strategy supporting our Strategic Plan; all consultation adheres to guiding best practice and community engagement plans align with corporate priorities.</p> <p>Our approach is informed by community insight gathering and engagement, considering the priorities and interests of Hackney's diverse communities. We use regular surveys and engagement work by the Council and with partners. Our resident insight provides the basis for the council's long term engagement strategy.</p> <p>Our latest representative resident survey was carried out in Summer 2024. The results of this have been shared with CLT, members and Senior Managers Network and are online. Individual teams have engaged our Consultation and Engagement service to better understand the findings of their areas. The results of the survey are used to inform communication and engagement campaigns.</p> <p>The Council continues to develop and implement an insight and engagement led approach to communications and to work across the Council to ensure that residents are given the chance to influence the decisions that most affect them.</p> <p>The Council recently debated its approach to consultation and engagement in Opposition Business.</p>	Communication	Ongoing	Martin Szybut Dawn Carter- McDonald	Updated September 2025		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note

Chief Executive's Risk Register

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
	Failure and Poor Performance of Suppliers and Contractors / Partnerships	<p>The Council's mixed-sourcing model includes provision of essential services by third party providers, and these are used across the Directorates of the Council. Non-delivery by these suppliers would negatively impact the services LBH can deliver.</p> <p>This could also result in notable financial losses for the Council (with additional resources spent on rectification of areas of non-compliance); also there would be high costs associated with re-letting contract if re-tender required. There is also the potential for there to be legal challenges from contractors dissatisfied with Council processes and decisions.</p> <p>Also more generally, many bodies are closely associated with the Council but are subject to separate governance and management structures (eg Clinical Commissioning Groups / building contractors, IT suppliers, social care providers etc). They play an important role directly or in support of the corporate objectives of the Council.</p> <p>If these contracting and / or partnering arrangements fail, it could have serious impacts re cost, service delivery, and reputation.</p>	Strategic	Major (4)	Possible (3)	Medium	Dawn Carter - McDonald	<p>September 2025 -</p> <p>The risk remains stable, but liable to change due to challenging and continuing external events (notably the cost of living crisis) and the introduction of a new Procurement Act 2023 by the Government and as the Council transitions to the new procurement operating model.</p> <p>For all our contracts, the corporate contracts register, commissioning plans and procurement pipeline are helping to ensure that commissioned services are managed proactively. Specifically for ICT contracts, the strategic move to greater use of cloud and open source technology, with greater use of SMEs is mitigating the risk of supplier failure.</p>
Control Register								
Control Register								
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Procurement to include definition of performance indicators and viability checks.	Ensure that all procurements include definition of required performance indicators for the contract and financial viability checks before contracts are entered into. This will be an ongoing activity (no fixed end date).	Governance	Ongoing	Rotimi Ajilore Service Managers	September 2025: no further update or significant change - this is part of BAU.		
	Carry out regular reviews of identified key suppliers, including reviewing their financial viability.	Ensure that supplier service reviews include supplier performance and independent validation of suppliers' financial viability (eg through credit checking). This should be used to identify any concerns re: the risk of supplier failure and poor performance so that appropriate mitigation plans can be made.	Governance	Ongoing	Rotimi Ajilore Service Managers	September 2025: Dun and Bradstreet credit check facility that we use allows us to have visibility of the financial position of key suppliers and to take action where there is any red alert of their financial viability		
	Identify opportunities for joined up supplier management with other Council services and external partners.	Work with other Council services who share common suppliers and also with external partners to maximise the impact of supplier relationship management activity. This will be an ongoing activity (no fixed end date).	Training	Ongoing	Rotimi Ajilore Service Managers	September 2025 The Council is part of the London Procurement Network where we liaise with colleagues to review supplier management issues using our contracts register as the basis for action to mitigate this risk.		
	Contracting / Partnering	Council's financial management procedures extended to partners where possible (e.g. financial regulations)	Resourcing	Ongoing	Naeem Ahmed Deirdre Worrell	Reviewed September 2025- ongoing.		
	Contracting / Partnering	Monitoring of financial position by Section151 Officer and Director (Fin Man)	Resourcing	Ongoing	Naeem Ahmed	Reviewed September 2025- ongoing.		
	Contracting / Partnering	Post-implementation reviews carried out. Also a new Insourcing Guidance paper and being disseminated to Council officers involved in commissioning of services	Resourcing	Ongoing	Naeem Ahmed Rotimi Ajilore	September 2025 - Substantial progress has been made across the Council at insourcing more services. Insourcing Policy has been refreshed and amalgamated with the Sustainable Procurement Strategy to form the SPIS which was approved by Cabinet in December 2024 Insourced Service review reports presented to CPIC as due		
	Contracting / Partnering	Compliance with Contract Standing Orders.	Resourcing	Ongoing	Naeem Ahmed Rotimi Ajilore	September 2025 - As part of the implementation of the PA2023, the Contract Standing Orders have been updated and being disseminated to commissioning and contract managers and senior managers with outsourcing responsibilities		
	Contracting / Partnering	Substantial Legal Services input into contract formulation and on-going advice.	Governance	Ongoing	Naeem Ahmed Rotimi Ajilore Legal Services	September 2025- ongoing.		
	Contracting / Partnering	Improve and open information flows between the Council and its partners.	Communication	Ongoing	Naeem Ahmed Rotimi Ajilore	September 2025- ongoing.		
	Contracting / Partnering	Additional training on contract negotiation skills, contract management.	Training	Ongoing	Naeem Ahmed Rotimi Ajilore	September 2025 - We are planning to introduce refresher contract management training including training on the contract management system to support contract management across all our contracts		