

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
Ongoing from 2022	Budget pressures / insufficient budgets to deliver HCE service plans across the Directorate	<p>Due to the financial challenges facing the Council and the expectations of our residents there is a risk that the directorate is unable to deliver services within the budget available. This is especially critical where services are dependent on income streams such as housing rents, parking income, planning application income.</p> <p>This then results in a budget overspend or an unacceptable call on reserves. The pandemic and subsequent cost of living crisis has significantly impacted income collections in the directorate with income streams reducing and services still to be delivered.</p>	Financial	Major (4)	Almost certain (5)	High	Rickardo Hyatt	<p><b>November 2025</b> - The financial challenge for the Council and directorate continues. The current in year pressures and deliverability of savings agreed (and future years savings agreed over the MTFP period to 2028/29) makes this a significant risk. There are internal financial controls in place for the directorate. The current financial position of the Council is placing intense pressures on budgets. Despite making significant savings and introducing spend control measures, including on the use of agency staff, the organisation is now expecting to spend £10.4m more than planned this year and this presents a challenge to our financial sustainability going forward. Savings totalling £51m are required over the next 3 years and some of these are programmed into the MTFP, however we await the impact of local government funding reform which is due in December.</p> <p>The main risk for the directorate is that this results in a greater loss to funding than anticipated which may have a severe impact on overall service delivery and strategic objectives of Housing, Climate and Economy.</p> <p>The HRA is in a precarious financial position and had to draw on reserves to fund an overspend in 2024/25. Despite management actions introduced throughout last year to bear down on costs we did not see a reduction in the escalating spend on repairs and maintenance. Therefore a HRA Finance Improvement Board has been formed to interrogate the cost pressures within the service and introduce further management actions to contain expenditure throughout 2025/26. This Panel will also oversee the development of savings proposals for the HRA as well as oversee the review and refresh of the HRA Business Plan.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
Ongoing from 2022	Service and Financial Planning	<p>Service planning is linked to the Corporate Planning Process and aligned to corporate objectives and budget planning cycle - over the medium term.</p> <p>Senior financial managers ensure they are well informed on changes which have key</p>	Project	Ongoing	Sajeed Patni	<b>November 2025</b> – Service Plans have been completed for all areas.		
Ongoing from 2022	Housing Revenue Account Business Plan	The Housing Revenue Account Business Plan is reviewed and maintained to accurately reflect best estimates of future income and expenditure levels. Financial planning for the Housing Revenue Account will be constantly diligent and reflect the changing circumstances of resources, day to day expenditure, investments needs and changing legislation.	Governance	Ongoing	Sajeed Patni	<b>November 2025</b> – Control established and continuing.		
Ongoing from 2022	Savings Strategy and Budget Development	Savings proposals are developed and agreed with members in order to support the delivery of the Council's budget strategy. Financial updates on the Council's medium term financial plan are considered by the Directorate Leadership Team throughout the year and the directorate budget strategy is developed to support the Council's need for savings. In addition, the directorate reviews the directorate capital plans to inform the Council's Capital Strategy.	Governance	Ongoing	Sajeed Patni	<b>November 2025</b> – There is a savings tracker identifying some challenges in delivering savings. Further work is being		
Ongoing from 2022	Budget Monitoring	The Directorate Leadership Team receives budget monitoring reports on a monthly basis which highlights areas of overspend, non delivery of savings plans and use of reserves. Action Plans are put in place where services are overspending budgets.	Governance	Ongoing	Sajeed Patni	<b>November 2025</b> – Control established and continuing.		
Ongoing from 2022	Performance Monitoring and financial framework	Provision of services is subject to constant monitoring and review using the budget and performance framework to ensure that the most efficient methods of service delivery are employed. Monthly review of budgets, expenditure, income and activity data and forecasting - Identify issues, risks and opportunities and take appropriate action and inform monthly reporting to DLT.	Governance	Ongoing	Sajeed Patni	<b>November 2025</b> – Control established and continuing.		
Ongoing from 2022	Budget responsibility	Managers assigned to each budgetary service area – Budget setting facilitated, costs and expenditure controlled. Continue with Finance for Non Financial Managers Training.	Resourcing	Ongoing	Sajeed Patni	<b>November 2025</b> – Control established and continuing.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
Ongoing from 2020	Customers Services Satisfaction	<p>Failure to deliver good customer service either through poor performance by staff, financial constraints or as ageing assets, facilities or infrastructure deteriorates. This will impact negatively on service delivery and the overall satisfaction of stakeholders.</p> <p>Possible consequences could be:</p> <ul style="list-style-type: none"> <li>Reputational damage</li> <li>Negligence and liability claims</li> <li>Increase in number of complaints</li> <li>Poor service performance against KPI measures</li> <li>Deterioration in staff morale</li> <li>Increase in compensation claims from dissatisfied customers</li> <li>Litigation</li> <li>Failure to meet our statutory responsibilities</li> </ul>	Strategic	Major (4)	Almost certain (5)	High	Rickardo Hyatt	<p><b>November 2025</b> - An ongoing backlog remains in Environmental Operations, despite it sometimes nearly being under control, at times when the service is stretched, e.g. leafing season, weed season, it doesn't take much for this to increase. For a year, the Service has been working with the Transformation Team to identify solutions, however, recommendations proposed are not workable in practice and solutions are being sought. Process systems mapping has been undertaken to identify automation solutions. There remain challenges with ICT support. In some areas there is a limited ICT platform to work on and in others it can only be classed as a Minimum Viable Product (MVP). Lack of an integrated system will negatively impact on staff morale, our ability to deliver effective services and meet KPIs. A recent management conference theme was about excellence in customer focused service delivery and how we can achieve that given where we have come from. This work was incorporated into our Service Planning for 2025/26.</p>
	Control Description	Control category	Status	Control Owner	Latest Note			

<b>Ongoing from 2020</b>	Maintaining assets	<p>Service Managers actively maintain assets and ensure that maintenance of buildings and infrastructure is undertaken through:</p> <p>Asset management plans</p> <p>Capital investment plans and new facility provision being progressed</p> <p>Regular monitoring of the buildings and sites (including sonic testing of the play equipment)</p> <p>Planned preventative maintenance programme which informs the Council's capital strategy</p> <p>Regular maintenance undertaken by partners / contractors per contract obligations</p> <p>Proactive / planned approach to Planned Preventative Maintenance in partnership with Property Management colleagues.</p>	Governance	Ongoing	Directors	<p><b>November 2025</b> - In light of the capital budget position and deferment of almost all the capital bids for 2026/27, the maintenance of assets becomes ever more challenging. The costs of maintaining buildings, highways and other assets continue to increase year on year. There are insufficient resources to maintain everything with some now needing large scale investment to maintain.</p> <p>Work has been done across all areas to identify, assess and agree approaches. Additionally, there has been a lack of feasibility funding to explore alternative uses for underused assets/assets in need of investment. All of this work requires a strategic approach to delivering projects to upgrade/regenerate assets to maximise their benefits to the Council (including income generation and delivery of Strategic Plan priorities) and the borough. Also, delays in the procurement of framework contractors to undertake improvement works will impact on the condition of the stock and result in increased complaints and customer dissatisfaction.</p> <p>Additionally, since the appointment of CBRE to replace Bellrock, we have noticed a considerable increase in both:</p> <ul style="list-style-type: none"> <li>- The volume of works being suggested / indicated in relation to statutory requirements (in buildings where nothing was getting raised less than a month ago - for example we have had the suggestion that all fire doors need to be replaced in a brand new building, which is simply not correct); and</li> <li>- The cost of quoted works is significantly higher than even Bellrock was (and that was much higher than we would pay directly to a contractor to undertake the works).</li> </ul> <p>Based on the above I believe if this continues the Council is going to have an even bigger budget challenge in terms of maintaining its assets in 2025/26.</p>
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<b>Ongoing from 2020</b>	Staff performance	<p>Robust Performance management framework in place to monitor service performance. Services are managed as part of the Council's performance management framework through the Directorate Leadership Team, divisional and operational management teams and supervision. There is a regular reporting framework to highlight areas of underperformance with follow-up management action taken as required.</p> <p>There are also a range of Quality Assurance systems in place to ensure service standards are monitored and maintained.</p> <p>Relevant policies and procedures include:</p> <ul style="list-style-type: none"> <li>Customer Management Framework</li> <li>Regular reviews of performance data</li> <li>Robust systems in place to manage performance in gas servicing &amp; complaints</li> <li>Monthly Service Improvement Groups</li> <li>Robust Challenge of under performance &amp; staff</li> <li>Use of Housemark and other benchmarking clubs</li> <li>Regular check ins -this will be measured in the employee survey</li> <li>Materials and installations are specified to meet relevant standards</li> <li>Monitoring of workmanship by DLO and contractors</li> <li>Procedures in place &amp; regular audits carried out with trails in place</li> <li>Customer satisfaction surveys in place</li> </ul>	Governance	Ongoing	Directors	<p><b>November 2025</b> - DLT reviews service performance quarterly and initiates management actions to improve performance.</p> <p>In response to the staff survey DLT are developing action plans to respond to the issues raised by staff.</p>
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<b>Ongoing from 2020</b>	Delivery of Capital Projects	Major Capital Schemes, including the Major planned maintenance programmes, 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 financial losses and dissatisfied stakeholders. There is also an increasing risk to delivery where costs have increased and where the funding gap has become more pronounced. There is also the risk that the capacity of the consultation team to support what the Directorate requires is not sufficient	Financial	Major (4)	Possible (3)	Medium	Rickardo Hyatt; Sajeed Patni	<b>November 2025</b> - Procurement of major capital contractors has been delayed, but this is now moving forward. In the interim Housing Services have been using a number of procurement frameworks to issue contracts to undertake essential capital works. Current major schemes such as King's Hall and London Fields Lido Learner Pool are facing challenges which are only increasing delivery risks. Regarding insufficient comms resources - there was the recent example of the PSPO (dog control) needing to be externalised - and these unexpected costs had to be met from the Parks / Community Safety budgets. Additional procurement capacity is being added to support the mobilisation of the contracts as part of the Housing Service Review.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
<b>Ongoing from 2020</b>	Communications and Consultation Arrangements	Communications and Consultation managed in partnership with the Council's communications teams through Heads of Services and Directors. Communications and Consultation plans are discussed and considered in partnership with Lead Members on a regular basis.	Governance	Ongoing	Directors	<b>November 2025</b> - control ongoing.		
<b>Ongoing from 2020</b>	Programme Management and Governance	Robust programme management and governance procedures in place for major programmes which include consultation and engagement requirements. Project Sponsor to produce a communications plan for each key project and programme to ensure effective stakeholder engagement.	Governance	Ongoing	Directors	<b>November 2025</b> - Control established and continuing.		
<b>Ongoing from 2020</b>	Programme Management and Governance – Capital Projects	Robust programme management and governance procedures in place for key capital projects and programmes with project sponsorship at Director/Head of Service Level. Major schemes are managed via project boards to ensure reputational issues managed and project/programme outcomes delivered to required standard, on time and within budget	Governance	Ongoing	Directors	<b>November 2025</b> - Control established and continuing		

Ongoing from 2020	Performance Management Framework	<p>Robust Performance management framework in place to monitor service performance. Services are managed as part of the Council's performance management framework through the Directorate Leadership Team, divisional and operational management teams and supervision. There is a regular reporting framework to highlight areas of underperformance with follow-up management action taken as required.</p> <p>There are also a range of Quality Assurance systems in place to ensure service standards are monitored and maintained.</p> <p>Relevant policies and procedures include:</p> <ul style="list-style-type: none"> <li>Customer Management Framework</li> <li>Regular reviews of performance data</li> <li>Robust systems in place to manage performance in gas servicing &amp; complaints</li> <li>Monthly Service Improvement Groups</li> <li>Robust Challenge of under performance &amp; staff</li> <li>Use of Housemark and other benchmarking clubs</li> <li>Regular check ins -this will be measured in the employee survey</li> <li>Materials and installations are specified to meet relevant standards</li> <li>Monitoring of workmanship by DLO and contractors</li> <li>Procedures in place &amp; regular audits carried out with trails in place</li> <li>Customer satisfaction surveys in place</li> </ul>	Governance	Ongoing	Directors	<p><b>November 2025</b> – Whilst the delivery of the capital programme this year (and last few years) has been adversely impacted by some recent external factors, the performance management framework is maintained to ensure quality outcomes from the investment.</p>		
Ongoing from 2020	Improvements in Housing Property and Asset Management	<p>Improvements to project management operations in Housing Services to:</p> <p>Deliver Asset Management Strategy</p> <p>good business plan and procurement strategy</p> <p>Move away from annual budget to medium term business planning</p> <p>agree service level/demand expectation</p> <p>manage demand/service, and</p> <p>re-prioritise service delivery.</p>	Project	Ongoing	Directors	<p><b>November 2025</b> - New senior management capacity has been added to the structure bringing together the building maintenance, asset management and resident safety function under a single management structure to ensure that we move forward with the improvements needed in a coordinated way.</p>		
Ongoing from 2020	Oversight of Housing Capital Monitoring Board	<p>Housing Investment Board has been established to:</p> <p>maintain an overview of the Asset Management Plan element of the Housing Capital Programme approved by Cabinet;</p> <p>make decisions on the progression of Housing Capital schemes using the Gateway process,</p> <p>approve Sectional Commencement Agreements (SCA) with the Council's contractors,</p> <p>ensure that each capital scheme has a robust communications plan linked to each Gateway point to ensure residents are consulted and engaged in capital investment in their homes,</p> <p>monitor delivery against the programme, and</p> <p>make decisions on the prioritisation of capital resources within the capital limits approved by Cabinet as part of the annual budgeting process.</p> <p>The Board is responsible for ensuring that the schemes undertaken through the Housing Capital programme have a communications plan that joins up with other initiatives and projects affecting a locality so that communications with residents on estates where works are taking place are holistic.</p> <p>This board approves all Sectional Commencement Agreements (SCA) for issue to contractors. A checklist is presented on each project which outlines how pre-contract procedures have been completed. A full list of all SCAs (issued and in development) is now available.</p>	Resourcing	Ongoing	Directors	<p><b>November 2025</b> - This was originally called the Housing Capital Monitoring Board - and was not operating for most of 2022 but is now back up and running, and has been renamed the Housing Investment Board. Responsibilities remain the same - the ToR were reviewed and remain largely unchanged.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
Ongoing from 2020	Impact of New Legislation	<p>Changes in law (or legal challenges) resulting in increased capital and revenue costs beyond current financial planning. Examples of these changes in law could include the removal of local planning decision making or legal challenges against the implementation of parking zones. These would all be likely to result in financial cost pressure for the Council.</p> <p>The directorate may not be able to respond effectively to new legislation and updated policies, thus risking the efficiency and effectiveness of service provision. In addition, if requirements of any new legislation are not met, this could cause an adverse impact on the Council's legal and reputational standing.</p> <p>Further effects of new legislation could be financial, legislative (with a failure to understand the breadth of responsibility) and reputational, directly affecting the local community.</p>	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Rickardo Hyatt	<p><b>November 2025</b> - the Directorate has been planning for, and now dealing with some of the new Government announcements (concerning areas like changes in planning, and offenders early release schemes etc). Additionally, the impact of the Supreme Court judgement in relation to Equality Act 2010 needs to be factored into this risk profile as it could have significant impacts on service provision / policy. (This is also reflected in the latest Corporate register - Dec 2025)</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
Ongoing from 2020	Impact of New Legislation	<p>Directors and Heads of Services continue to monitor and respond to consultations regarding their service areas delivery and other innovations to ensure that they are fully aware of new and changed initiatives and can react accordingly.</p> <p>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</p>	Governance	Ongoing	Heads of Service	<p><b>November 2025</b> - control in place and continuing</p>		

Ongoing from 2020	New Policies affecting Housing	<p>Detailed analysis is being carried out regarding the likely impact of new policies, both internally and with other boroughs and representative organisations. Individually and with other boroughs, the Council continues to respond to policies in order to mitigate the adverse effects of these policies.</p> <p>Once the detailed Statutory Instruments have been published, the likely impacts of the various policies can more accurately be assessed and work can continue on preparations to implement the measures in a way that best mitigates the impacts on the Council and residents. The Building Safety Bill (issued 20/7/20) and new energy regulations are both examples of new legislation which have been dealt with.</p> <p>The current HRA savings plan delivers a fully resourced HRA and keeps HRA borrowing at a sustainable level now that the HRA debt cap has been removed. The HRA business plan is monitored annually as part of the budget setting process, taking into account rising cost pressures, changes in government policy and legislation, and any service changes.</p>	Governance	Ongoing	Kain Roach; Helena Stephenson; Alex Clarke	<p><b>November 2025</b> - The council self-referred to the regulator for social housing in June 2024 following a review of the new consumer standards and the new Tenant Satisfaction Measures. This resulted in a non-compliant judgement against the new consumer standards. Significant work has been undertaken since then to ensure that the council moves back to a compliant position. A key element of this is the link to the Housing Improvement Plan which sets out our improvement activities and the policy review / development. The service is bringing forward a proposal to strengthen the approach to governance and assurance through the development of an independent housing oversight board which will take the roles of challenge the service, review the services performance, make recommendations where improvements can be made and to escalate risk. A board will submit a quarterly report to Cabinet setting out its overall view of the service.</p>		
Ongoing from 2020	New policies affecting public realm services	<p>The management team in Public Realm divisions are taking the following action to respond to changes in legislation affecting service delivery</p> <p>Risk sharing the impact with contractors</p> <p>Regular reviews of new legislation</p> <p>Detailed business case for projects based on predicted capital costs in year of construction to reflect latest requirements</p> <p>Up to date planning policies in place, alongside a 5 year housing supply with 20% buffer, as well as Housing Delivery Test Action Plan.</p> <p>Implementation of a Staff Development &amp; Retention Strategy to enable staff resource in place to ensure performance of Planning Service continues to exceed statutory levels of plan and decision making.</p> <p>Ensuring that the Parking Enforcement Plan is up to date on how Parking Zones are implemented.</p> <p>Ensuring that the relevant legislation is adhered to.</p> <p>Carrying out full Equality Impact Assessments for areas where a parking zone is being introduced.</p> <p>Ensure that we remain abreast of any new legislation or policies introduced by Central Government.</p>	Governance	Ongoing	Geeta Subramaniam-Mooney	<p><b>November 2025</b> - control in place and continuing. New government announcements have been dealt with as a priority.</p>		
Nov 2025	New policies affecting waste management	<p>Changes in legislation; Simpler Recycling sets out the requirement to collect certain waste types, and whilst some funding from Govt has been granted, this does not cover the full cost of the Service Provision. As such, the service is developing the roll out of the food service to the remaining properties that currently don't have a food waste service, accounting for this and alternative proposals have been put forward for implementation.</p> <p>Further the Emissions Trading Scheme will have a financial impact on the corporate NLWA levy and service budgets, when this is introduced in 2028. Lobbying is being undertaken by the waste industry, as in effect this is a carbon tax on products. However, the requirement to pay a carbon price on throughput into incinerators is unfair, as local authorities have little influence over what consumers purchase, and therefore dispose of. Local authorities then have the statutory responsibility to collect waste, with minimal powers to instruct and then enforce householders to use the comprehensive services provided to them.</p>	Governance	Ongoing	Geeta Subramaniam-Mooney	<p>Officers responded to the Govt consultation on ETS, however, energy from waste facilities are still to be included. The 'ask' from local government bodies, such as the Local Government Association (LGA), has been for mechanisms to manage the "significant cost impact" the scheme will impose on local authorities, which have limited ability to immediately change the fossil content of the waste they process. The government has responded by proposing to align the UK ETS with the Extended Producer Responsibility (pEPR) for packaging scheme, which would include ETS costs in the payments made to local authorities. The scheme will expand to cover emissions from waste incineration and energy-from-waste facilities starting in 2028. Mandatory monitoring for the waste sector will begin in 2026.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
Ongoing from 2020	Response to Civil Emergencies	<p>Risk that the Council is unable to respond effectively to civil emergencies and does not have an updated, robust and tested corporate resilience plan in the light of a major incident affecting its business. This could impact severely on service delivery throughout the organisation.</p> <p>For example as a result of a burst water main (or excessive rain) parts of the Borough suffer severe flooding, and the Council is unable to provide sufficient help and support to residents.</p> <p>The climate emergency and increasing global instability provide an increasing risk of harm to Hackney's communities, residents and businesses. Hackney was not built for more extreme weather, be it surface water flooding for more intense storms, increased and prolonged heat exceeding 40c, or intense winter cold snaps that challenge our infrastructure.</p> <p>Furthermore, recent inquiries including the National Covid-19 Inquiry and Grenfell Phase 2 Inquiry Report are highlighting learning and recommendations from the failures of other Local Authorities that Hackney must embrace and learn from, to ensure our borough does not succumb to the same detriment.</p> <p>Also, more broadly, an 'Act of God' or 'force majeure' event like a terrorist event could occur affecting a facility or service.</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 / Statutory	Major (4)	Possible (3)	Medium	Rickardo Hyatt	<p><b>November 2025</b> - While the Corporate Response continues to develop and mature, the hazards and threats that the borough faces are continuing to grow, moving the goal posts. An external review has recently been completed by Sean Ruth providing both assurance and a roadmap to ensure our collective resilience meets the challenges faced from civil emergencies. Actions are underway to continue to adapt our preparedness to meet the shifting risk profile.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
Ongoing from 2020	Effective plans in place	<p>Emergency Planning have highly sophisticated plans to deal with events of this nature, and annual exercises to ensure officers are equipped to deal with such situations.</p> <p>Regular communication with Thames Water to ensure any news / works are fully notified.</p> <p>Business Continuity Plans reviewed and updated</p> <p>Business Continuity Insurance (events)</p> <p>Corporate Business Continuity Plans (for park events to link into)</p> <p>Event Management Plans</p> <p>Emergency Actions Plans</p> <p>Regular engagement with emergency services</p>	Governance	Ongoing	Geeta Subramaniam - Mooney	<p><b>November 2025:</b> Regular meeting of the Borough Resilience Forum ensuring all policies and procedures reviewed and updated across partnership. Recent workshop on extreme heat was undertaken. An assurance review against Standards was undertaken last year with an annual review due shortly. Plans have been rigorously tested throughout the crises of the past three years and have been found to be robust and effective. (most recent meeting - October 2025)</p>		

Ongoing from 2020	Sufficiently trained logists	<p>Need to ensure that there are sufficient appropriate and trained persons in place who can perform the role of Gold Decision logist during an emergency. Very few executive support officers have taken up the opportunity to be trained and act in the role, in addition those who are trained are operationally minded and not necessarily in tune with how strategic operators behave and think.</p> <p>From the community risk register and national risk register, we are likely to have a need to use Gold decision logists within the next 5 years. A lack of sufficient and trained decision logists will leave strategic decision makers exposed during an incident. Key details may not be recorded to the correct legal standard and leave the decision maker and organisation at risk.</p>	Project	Ongoing	Geeta Subramaniam - Mooney	<b>November 2025</b> - over the past year the number of trained logists has decreased slightly.
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Ongoing from 2020	Corporate Resilience Group	<p>A Corporate Resilience Group (CRG) has been established and will take overall strategic lead reporting to CLT. It is supported by the emergency planning team.</p> <p>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.</p> <p>The CRG is supported by the Emergency Planning service within Public Realm</p>	Governance	Ongoing	Geeta Subramaniam - Mooney	<b>November 2025</b> - CRF meeting regularly and supporting the response to crises facing the Council and its partners.
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Ongoing from 2020	Review of Business Continuity Plans	<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>	Project	Ongoing	Geeta Subramaniam - Mooney	<b>November 2025</b> - Updates to business continuity plans continue on a rolling basis. Recruitment has begun to provide additional support in embedding and reviewing plans across the organisation. Rollout of the 11 part bite sized business continuity training has commenced with over 180 attendees to date.
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New - 11/25	Prevention & Mitigation	<p>In line with the National Resilience Strategy, the council is working to ensure 'Resilience is everyone's business'. Work includes ensuring Services across the organisation consider designing in resilience as part of their every day work, e.g. incorporating SUDS into highways improvement schemes, policies on depaving, and ensuring regeneration projects put climate resilience as core concepts within the design of new spaces</p>	Governance	Ongoing	Geeta Subramaniam - Mooney	<b>November 2025</b> - new control measure added. Resilience Prevention & Mitigation is being considered as part of either Corporate Resilience Group or Borough Resilience Forum.
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Ongoing from 2020	Staff Retention and Recruitment	<p>Services across the directorate struggle to effectively and successfully recruit for certain positions, leading to a negative impact on service delivery.</p> <p>Also, with the directorate needing an increasingly agile workforce (not constrained by traditional customs and practises), it may struggle to compete with other organisations to get the best candidates.</p> <p>The directorate may struggle to retain good staff and experiences high attrition rate, a demotivated workforce and an increase in sickness levels</p>	Operational	Major (4)	Almost certain (5)	Medium	Rickardo Hyatt	<p><b>November 2025</b> - In a competitive market for skills the Directorate has experienced difficulties recruiting to a range of roles essential to delivery of services and planned service improvements such as Quantity Surveyors and Highway Engineers and Enforcement Officers. This could seriously impact on the ability to develop and maintain effective service delivery due to difficulties with recruitment and retention.</p> <p>Given the uncertainty created by the Corporate Transformation Programme (the plans of which were formally published in September 2025), its impact on morale, staff retention and potential limitations on future recruitment have to be taken into account. Equally, it does present opportunities for improved efficiencies.</p>

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Ongoing from 2020	Training and Development	Directors consider workforce issues as part of business planning and HR provides a framework of processes and procedures which will support both the Directorate and its staff through a significant period of transition.	Training	Ongoing	Directors	<b>November 2025</b> - following the staff survey and a continued commitment to L & D, this area is being reviewed for clear offer and focus for the Directorate		
Ongoing from 2020	Staff development	<p>Two staff development training programs in place. The Customer Service Excellence training is aimed at establishing a corporate standard in the delivery of customer service for all frontline staff within Housing Services.</p> <p>Being Exceptional training is aimed at all staff within Housing Services. It builds on the Being Exceptional housing values that were introduced a couple of years ago</p> <p>We are rolling out a number of initiatives to promote staff development and encourage staff retention. These include a job shadowing scheme which permits staff to shadow a manager; encouraging networking, greater understanding about other roles, sharing learning and experiences.</p> <p>We are also establishing a number of secondment opportunities within Housing Services which include elements of leadership training and qualifications.</p>	Resourcing	Ongoing	Directors	<b>November 2025</b> - these controls are in place and continuing. Through Annual Appraisals, staff development needs have been identified. Mentoring / coaching is being promoted where appropriate		

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Ongoing from 2020	Failure of ICT Infrastructure	The directorate is reliant on the ICT infrastructure to deliver its services effectively. There is a risk that there is a mismatch between required needs and ICT capacity to deliver. If there is a failure in ICT services, a likely consequence would be serious disruption and potential service failure.	Strategic	Major (4)	Possible (3)	Medium	Rickardo Hyatt	<p><b>November 2025</b> - Environment and Climate Change have implemented a digital board to bring all aspects of ICT/current applications and future planning together for clarity of prioritisation and delivery. There still remains many legacy issues of funding and applications which are being worked through. In Housing Services the decision was reached to move away from the Modern Tools For Housing 'build' approach to purchase an integrated housing ICT platform for the all of the housing service. This was bought in December 2024 and Phase 1 of the new system covering Finance, Tenancy Services and Home Ownership is on track to go live in Q1 26/27. Work on Asset Management is due to start in January 2026 and Repairs in Q1 26/27 following release of phase 1. Asset Management and Repairs are both scheduled to go live in Q1 27/28.</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
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Ongoing from 2020		Robust Governance arrangements are in place to manage ICT transformation projects with ICT expertise on project and programme boards	Governance	Ongoing	ICT	<b>November 2025</b> – these controls are in place and continuing.
Ongoing from 2020		Service managers liaise regularly with ICT colleagues to resolve system issues and introduce service improvements.	Resourcing	Ongoing	Service Managers	<b>November 2025</b> – these controls are in place and continuing.
Ongoing from 2020	Support Systems	Support systems are all in place to provide advice and back up when required for all service critical systems. This includes FAQs for customer services to enable them to support customers when the ICT systems fail.	Resourcing	Ongoing	ICT	<b>November 2025</b> – these controls are in place and continuing.
Ongoing from 2020	Supplier Management	Service and Contract reviews are regularly held and documented with all major suppliers. Business Analysts/Project Managers assigned to projects from business case development onwards. Legal services engaged during the procurement process.	Resourcing	Ongoing	Relevant Managers	<b>November 2025</b> – these controls are in place and continuing.
Ongoing from 2020	Maximising existing tools	If primary services systems are unavailable it is essential to explore alternative interim tools that can be made available to support service continuity arrangements. The Council has a number of tools it can deploy to provide this, including tools developed using the Amazon Web Services cloud platform and Google Workplace. Service Managers are working ICT colleagues to make use of these tools and re-establish services	Resourcing	Ongoing	ICT	<b>November 2025</b> - We continue to use alternatives such as Google workplace as we work with ICT to progress procurement of cloud based systems to replace legacy systems. In Environment and Climate change, the Digital Board will support how to maximise use of existing tools as well as exploring automation and Generative AI options.

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
Ongoing from 2018	Fire Safety	<p>As a result of inadequate fire safety measures or defective workmanship (on cladding installation for example), death and serious injury occur from fire in LBH managed properties.</p> <p>In the light of the Grenfell tragedy (with the results of the recent inquiry) and the increased focus on materials / workmanship on Council properties nationally, this risk remains on the Directorate risk register. As a result of the tragedy, extra focus and scrutiny continues to be applied to all elements of fire safety in residential rented properties in the Borough.</p> <p>This risk focuses solely on risks of an incident in blocks managed by the Council. However, the Council also has limited responsibilities in relation to housing associations and privately owned blocks in the borough. An incident in one of these blocks is also a risk to the Council, though obviously we have in place measures to meet the Council's responsibilities. The DLUHC is currently trying to add new burdens on LAs in relation to privately owned blocks.</p>	Operational	Catastrophic (5)	Unlikely (2)	Medium	Rickardo Hyatt	<b>December 2025</b> - Risk fully updated and controls ongoing.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Fire Risk Assessments	<p>Ongoing review of all Fire Risk Assessments (circa 1,800) for all of our stock in order to provide reassurance to residents.</p> <p>Ensure that these new Fire Risk Assessments (FRA) are undertaken by suitably qualified assessors and that the assessments they produce meet strict quality standards.</p> <p>All Fire Risk Assessments are published on the Council's website. This enables residents to track progress of the recommendations.</p>	Governance	Ongoing	Matthew Curran	<p><b>November 2025</b> - No change</p> <p>Hackney have achieved 100% compliance for completing fire risk assessments to the residential property portfolio. This continues to be maintained, ensuring we are meeting our requirements under the Regulatory Reform (Fire Safety) Order 2005</p>		
	Fire Safety – high risk blocks	<p>Ongoing implementation of the key findings and recommendations from the new FRAs that have been/will be undertaken across all of our high rise blocks. Blocks to be assessed in priority based on a risk-based Forward Plan.</p> <p>Carry out additional non-FRA inspections across our high rise blocks in order to provide a visible presence across the Borough. Carry out any other ad hoc fire safety inspections that are required.</p> <p>The Estates Recycling Programme, which closes waste chutes and builds dedicated waste &amp; recycling bin stores, addresses fire safety issues from a waste management risk perspective.</p> <p>A proactive approach to fire safety with a number of initiatives in places which includes: Installing new fire signage across the borough Surveying and installing new premises information boxes and ensuring relevant information is contained with the box Ensuring we have up to date plans of our blocks which highlight any fire safety equipment Resident insight project to identify our vulnerable residents and offer them support Installation of floor level indicators Fire safety contingency plans</p>	Project	Ongoing	Matthew Curran	<p><b>November 2025:</b></p> <p>Actions resulting from FRA's are being closely managed and delivered, prioritising action and building risk. Weekly TEAM meeting identify the performance of the fire safety action closures.</p> <p>A FED capital contract is now in place which will see approx 2000+ front entrance doors replaced each year for the next 3 / 4 years.</p> <p>Housing Officers and Health and Safety Advisers carry out regular checks of our buildings to identify fire safety hazards. A programme of post inspection of all fire safety related works has been implemented in co-operation with Planned Asset Management.</p> <p>A new Building Safety Portal has been developed which will be part of the councils website where residents will be able to see all relevant building safety information for their block.</p>		

	Fire Safety – everyone's responsibility	<p>Develop and implement a communications strategy that, amongst other things, communicates the need for residents to take responsibility for fire safety in their area and also that we have taken all necessary action to keep them safe from the risk of fire, ensure effective communication and engagement with tenant representatives, manage communications with Members so that they are engaged and up to speed with the work that we are doing but we are not distracted from the work that we are doing, keep staff up to speed with developments, respond quickly to press enquiries.</p> <p>The website is regularly updated to provide fire safety advice to residents. We send out regular communication with residents to ensure they are aware of their responsibilities in relation to fire safety</p> <p>All sites have been accessed for accessibility and LFB are still carrying out regular inspections of blocks and providing advice.</p> <p>Regular briefings to members and to tenant and resident associations are provided. Regular internal bulletins on fire safety are sent out to all Housing Services teams via the google community which gives us an opportunity to share good practice.</p> <p>We are working collaboratively with the Housing Officers to implement a constant approach to fire safety within the blocks including joint procedures. Training has been provided to TMO's and Housing Officers on fire safety.</p>	Communication	Ongoing	Matthew Curran	<p><b>November 2025</b> - No change - this is ongoing.</p> <p>Communications strategy in place and the Resident Safety team carry out regular outreach meetings in co-operation with the Building maintenance team. A high level resident engagement strategy has been implemented by the building safety team, with bespoke resident engagement plans being developed per high rise building.</p>
	LFB meetings	<p>Develop robust arrangements for meeting regularly with the London Fire Brigade (LFB) to consider fire risk assessments and safety on our estates.</p>	Communication	Underway	Matthew Curran	<p><b>November 2025</b> - No Change</p> <p>We continue to have regular meetings with the LFB and we are working closely with LFB on ensuring we have contingency plans in all our premises information boxes and also working with them on identifying our vulnerable residents who would need help in the event of an emergency.</p> <p>We continue to carry out joint visits wherever possible with the LFB.</p>
	Fire safety policy	<p>Based on the lessons learnt from the fire safety response work undertaken since Grenfell, undertake a series of policy reviews and develop a set of proposal papers that will enhance the way that the Council undertakes fire safety management across the Borough. This will include:</p> <p>Agreement on the new corporate Fire Safety Policy and the development of a new fire strategy with Council professionals, residents and industry experts.</p> <p>Leaseholder Obligations/Requirements: This will cover a number of areas, including (a) ensuring that leaseholders are providing evidence that they are meeting their fire safety obligations, (b) developing a policy on how we ensure that all leaseholder front doors are 30 minute fire resistant, (c) developing a policy on allowing or requiring leaseholders to be included in communal safety works and inspections, e.g. gas safety or sprinkler or alarm installation; at their cost.</p> <p>Our current policy and procedures for dealing with fire risks in communal areas (e.g. storage of combustible materials, blocking of escape routes).</p> <p>Enhanced parking enforcement on our estates.</p> <p>Responding to any recommendations coming from the Grenfell enquiry.</p> <p>Budget Management: Ensure that the necessary resources are in place to undertake all of the work coming out of the new FRAs.</p> <p>Fire Safety policy is reviewed regularly to ensure it is still fit for purpose and the legislation is still correct.</p> <p>FRA budgets are monitored via the fire safety programme board and via the Capital monitoring board.</p> <p>Fire safety has been incorporated into the Asset Management Strategy to ensure that fire safety is at the heart of our capital works programme.</p> <p>New guidance has been issued in relation to fire risks in communal areas so we have a consistent approach within council managed blocks and TMO's. We continue to lobby the Government alongside other London Boroughs with respect to resourcing the additional fire safety works and related costs arising from the Hackitt and the Grenfell review reports.</p> <p>Working party in place across Neighbourhood and Housing and Regeneration to ensure implementation of the new building safety regulations is managed in a timely and efficient manner.</p>	Governance	Ongoing	Matthew Curran	<p><b>November 2025</b> - No change</p> <p>Risk control in place and continuing</p> <p>Policy &amp; procedures are being reviewed as scheduled and following the change in management within the building resident safety team.</p> <p>Budgets and strategies to complete fire safety actions are continually being developed, to ensure the highest risk actions are being prioritised whilst considering the financial pressures the council are under.</p>

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
Ongoing from 2020	Contract Procurement and Management	As a result of Contract Management not being carried out properly or with regard to agreed parameters, revenue is lost or charges are levied which are not justified, leading to a poor level of residents satisfaction (and general negative reputational impacts), unjustified cost and time overruns. Poor procurement decisions could result in non-viable contracts being awarded to non-viable contractors.	Reputational	Major (4)	Likely (4)	High	Rickardo Hyatt	<p><b>December 2025</b> - Risk continues in light of delays to Housing Planned Maintenance contracts.</p> <p>The current economic downturn has also increased the likelihood of problems for suppliers and contractors who may be dependent on financial variables outside the control of the Council.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
Ongoing from 2020	Contract Specification in place	Contracts clearly define the requirements of the business. Also, regular liaison meetings with contractors.	Governance	Ongoing	William Walker	<p><b>December 25</b> - No Change</p> <p>- these controls are in place and continuing and KPIs are regularly reviewed along with monitoring of spend pattern / profile. The Council is onboarding new contractors and starting to take over more direct control of KPI management than was provided for in previous contracts.</p>		
Ongoing from 2020	Tender Stage process followed	Robust tender process in line with EU procurement law and council standing orders.	Project	Ongoing	William Walker	<p><b>December 25</b> - Resourcing for this is currently in place with ongoing discussions around the requestment of additional recourse within central procurement to support PAM.</p>		

<b>Ongoing from 2020</b>	Contract Monitoring and Fraud Prevention	Restructure of the Asset Management Team is based around the new contracts and clarity of responsibility for the contract managers in line with the contract manual.	<b>Governance</b>	<b>Ongoing</b>	William Walker	<b>December 25</b> - No change - these controls are in place and continuing.		
		Key performance indicators are in place and used to assess the performance of the contracts. Where these show poor performance, corrective action is taken in line with contract procedures; recent examples include reallocation of work away from poorly performing contractors or raising Early Warning Notices.						
<b>Ongoing from 2020</b>	Review of form of Contract	The Contract options are being reconsidered to ensure that the contract form is fit for Hackney's purpose.	<b>Governance</b>	<b>Ongoing</b>	William Walker	<b>December 25</b> - New contracts are being brought forward to deliver the necessary work. Each contract form is discussed before procurement is undertaken		
<b>Ongoing from 2020</b>	Detailed Council guidance in place for Procurement, Partnership and overall Contract Management	There is detailed supporting guidance available for all elements of the procurement process, including detailed Risk Assessment tools and specialised Partnership guidance.	<b>Governance</b>	<b>Ongoing</b>	William Walker	<b>December 25</b> - these controls are in place and continuing.		
<b>Ongoing from 2020</b>	Establishment of Housing Capital Monitor	<p>The Group Director Neighbourhoods and Housing (now Group Director Housing, Climate, and Economy) established a Housing Investment Board (HIB) to:</p> <ul style="list-style-type: none"> <li>maintain an overview of the Asset Management Plan element of the Housing Capital Programme approved by Cabinet;</li> <li>make decisions on the progression of Housing Capital schemes using the Gateway process;</li> <li>approve Sectional Commencement Agreements (SCA) with the Council's contractors,</li> <li>ensure that each capital scheme has a robust communications plan linked to each Gateway point to ensure residents are consulted and engaged in capital investment in their homes,</li> <li>monitor delivery against the programme, and</li> <li>make decisions on the prioritisation of capital resources within the capital limits approved by Cabinet as part of the annual budgeting process.</li> </ul> <p>The Board is responsible for ensuring that the schemes undertaken through the Housing Capital programme have a communications plan that joins up with other initiatives and projects affecting a locality so that communications with residents on estates where works are taking place are holistic.</p> <p>This board approves all Sectional Commencement Agreements (SCA) for issue to contractors. A checklist is presented on each project which outlines how pre-contract procedures have been completed. A full list of all SCAs (issued and in development) is now available.</p>	<b>Governance</b>	<b>Ongoing</b>	William Walker	<p><b>December 2025</b> - No change, the HIB regularly meets.</p> <p>This was originally called the Housing Capital Monitoring Board - and was not operating for most of 2022 but is now back in operation.</p>		
<b>Ongoing from 2020</b>	Asset Management Strategy	<p>A new asset management strategy went to March Cabinet for approval, and was fully ratified at the meeting on March 25th 2019.</p> <p>This sets out the decision making framework for all capital projects and will ensure that a consistent rationale is in place for all capital expenditure. It identifies an action plan of supporting processes to be developed to implement the strategy (e.g. procurement strategy, staff resources, IT systems) and timeframes for identifying these.</p>	<b>Governance</b>	<b>Ongoing</b>	William Walker	<p>Capital investment has restarted through the allocation of works via a number of existing frameworks that the council is party to. New one off direct contracts have also been let for a number of specific areas of work. The lift contract is out to tender and it is expected that the main framework contract will be out to tender shortly.</p> <p>The AMS sets out the long-term objectives for investing in Hackney homes to ensure that the Council builds on recent successes, demonstrates continuous improvement and achieves the ambition of becoming the leading social housing provider.</p> <p>As a result of the pandemic and the delays in replacing the capital framework contracts there has been limited capital investment over the last 2 years. We are undertaking a full stock condition to understand the condition of the stock and inform future investment.</p> <p>--</p>		
Date added	<b>Risk Title</b>	<b>Description of Risk</b>	<b>Risk category</b>	<b>Impact if the risk occurs</b>	<b>Likelihood of the risk occurring</b>	<b>Rating</b>	<b>Risk owner</b>	<b>Q1 Update</b>
	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><b>December 2025</b> 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	<b>Control Title</b>	<b>Control Description</b>	<b>Control category</b>	<b>Status</b>	<b>Control Owner</b>	<b>Q1 Update</b>		

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	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"> <li>To ensure culture change and accountability within the service to provide high quality services that meets residents expectations</li> <li>To receive regular progress reports on outstanding responsive repairs cases that are overdue and review corrective action where necessary</li> <li>To approve the tenants service plan that sets out how the customer journey will be improved</li> <li>To receive progress reports on the performance of the customer contact centre (housing)</li> <li>To review customer complaints in connection with the repairs service</li> <li>To identify appropriate measures to be taken in the event of failure to deliver against key actions and targets</li> <li>Establish a task and finish group to review the councils approach to dealing with damp, mould and leaks</li> <li>To receive key performance information for repairs from the TMO's</li> </ul>	Governance	Ongoing	Kain Roach	<p><b>May 2025</b> - 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><b>Nov 2025</b> 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>		
	Targeted Funding	An extra £1m is being injected into Hackney Council's repairs service, following a backlog of around 7,000 repairs due to the coronavirus pandemic. Having only been able to provide emergency repairs across council properties during the Covid crisis, the relevant teams are committing to improve this service, with the support and guidance of the Cabinet Member for Housing Service and other Directors. The Council is also recruiting more than 30 extra staff to ensure leaks, electrical problems and other housing issues are fixed more quickly.	Resourcing	Ongoing	Kain Roach	<p><b>Nov 2025</b> We have maintained the growth of the DLO whilst also procuring back up contractors to maintain the high volumes in demand which continues. As of 20th Nov we had 1035 overdue orders which are mainly attributed to complex cases or where access is being denied.</p>		
	Improvement Action Plan / Programme Strategy Group	<p>An Improvement Action plan has been put in place with a performance tracker which will be monitored by the Repairs Improvement Board.</p> <p>As part of this we will publicly report against this action plan to enable residents to hold the Council to account with KPIs and objectives against it. Performance Indicators will be published. Additionally, a programme strategy group has been put in place to provide governance, and has agreed the 4 key themes:</p> <ul style="list-style-type: none"> <li>• response to regulation</li> <li>• workforce development</li> <li>• resident focus</li> <li>• systems and data</li> </ul>	Resourcing	Ongoing	Kain Roach	<p><b>December 2025</b> - The improvement plan is monitored at the Housing Improvement Board on a monthly basis, chaired by the Group Director of Housing, Climate and Economy</p> <p>The Housing Services overall Improvement Programme is set within the context of the wider council's transformation agenda and is reported / monitored at the CLT Transformation Board.</p> <p>A new performance dashboard has been developed in partnership with the RLG based on the key indicators that they feel are important to residents.</p> <p>New customer services standards have also been developed in partnership with the RLG and set within 4 key themes:</p> <ul style="list-style-type: none"> <li>Treating people fairly and with respect</li> <li>Being easy to do business with</li> <li>Keeping our promises</li> <li>Keeping people safe</li> </ul>		
	Implementation of the new Housing IT system	The new Housing IT system should prove to be an essential part of improving the Council's approach at delivering higher quality Housing services.	Resourcing	Ongoing	Kain Roach	<p><b>December 2025</b> - The contract for the new system was signed on December 17 2024, and is now in the process of being implemented which should present clear benefits to the operational efficiency of Housing.</p> <p>Phase 1 of the new system covering Finance, Tenancy Services and Home Ownership is on track to go live in Q1 26/27. Work on Asset Management is due to start in January 2026 and Repairs in Q1 26/27 following release of phase 1. Asset Management and Repairs are both scheduled to go live in Q1 27/28.</p>		

								<b>December 2025</b>
								<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><b>Demand</b></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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)</li> <li>- The Council has 0 families that we have housed in bed and breakfast accommodation for more than 6 weeks.</li> </ul> <p>We are starting to see the impact of global unrest more:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 579 single people with support needs that require recovery based supported accommodation are currently housed in temporary accommodation.</li> </ul> <p><b>Supply</b></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><b>Outcomes:</b></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><b>TA Transformation Board</b></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"> <li>- Reducing the cost of temporary accommodation by utilising the Councils Housing Companies more widely.</li> <li>- Increasing the amount of income charged and collected on temporary accommodation.</li> <li>- Increasing supply of temporary accommodation</li> <li>- Demand Modelling - Developing a model to forecast future demand for temporary accommodation by analysing the drivers of homelessness</li> <li>- Service Review - Evaluating the effectiveness of services in preventing homelessness, managing temporary accommodation costs, and providing move-on solutions</li> </ul>
<b>Date added</b>	<b>Control Title</b>	<b>Control Description</b>	<b>Control category</b>	<b>Status</b>	<b>Control Owner</b>			
	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	<b>December 2025</b> - 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.		

	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><b>December 2025</b> - The Benefits and Homeless Prevention Service has formally discharged the Councils 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"> <li>- Resident willingness to move into the PRS</li> <li>- Number of staff available with the right tools, including finance, to support the individual and the landlord with a move</li> <li>- Availability of affordable privately rented accommodation</li> </ul>
	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	<p><b>December 2025</b> - 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.</p>
	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	<p><b>December 2025</b> - This function transferred to the Benefits and Homeless Prevention Service from Adult Social Care in August 2023.</p> <p>The Living in Hackney Scrutiny Commission has been exploring the Councils 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.</p> <p>Meanwhile, the Council has commissioned Campbell Tickell to:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- model the number of units and types of supported housing required to meet the gaps identified and carry out 5-year projection</li> <li>- provide an indication of the support costs for the supported housing required and any potential cost savings of increased supported housing provision</li> <li>- provide indicative resource model for the supported accommodation commissioning team.</li> </ul> <p>This information will be part of the Cabinet report to inform future discussions on investment and delivery.</p>

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Update
01/04/22	Building Safety	New building safety legislation places additional responsibilities on services and will have a significant impact on the design, specification, cost and timescale for new homes delivered by the Council. This creates additional pressures to enforce fire safety measures in the private rented sector, as well as ensuring the 'golden thread' of building information is passed from Regeneration to Housing Services for new council homes. This will require additional officer training	Strategic	Catastrophic (5)	Likely (4)	High	Suzanne Johnson / Kain Roach	<p><b>December 2025</b> - This continues to be a risk with emerging legislation yet to be fully embedded into working practices. Paper drafted on Building Safety Duty Holders, paper to be drafted on Hackney's Way of Working (to include current gaps in process) and a Hackney Building Safety Policy</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update			
01/04/22	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. EIRs have been updated. JCT D&B updated. BRPD Scope of Works developed and implemented. Duty Holder Roles understood. Competency Assessments established and implemented.	Governance	Ongoing	Diana Hall, Ken Morrison, Anne Malcolm	<p><b>December 2025</b> - Utilising BIM 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.</p>			

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest 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	<p><b>December 2025</b> - 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).</p>

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	<p><b>December 2025</b> - 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 Recovery 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.</p>			
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	<p><b>December 2025</b> - Climate dashboard being established. CAP progress reporting to be developed, so that borough wide monitoring as well as council monitoring is taking place.</p>			

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Update
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01/12/25	<b>North London Heat &amp; Power Project</b>	<p>Hackney is one of seven boroughs in the North London Waste Authority (NLWA) partnership, which is delivering the North London Heat and Power Project to provide new waste and recycling infrastructure. The Programme is managed and led by NLWA.</p> <p>There is a risk of project delay or cost escalation, which could increase the levy to constituent boroughs and impact the Council's financial position.</p> <p>As the project is led by the NLWA, the Council has limited direct control over delivery, health and safety, or construction risks.</p> <p>There is also a risk of operational issues with the existing Edmonton Energy from Waste facility during the transition to the new plant, which could have short-term financial and service implications.</p>	Strategic	Major (4)	Almost certain (5)	High	Rickardo Hyatt	<b>December 2025</b> - This risk has been escalated to the Directorate register, reflecting the challenges the partnership is facing
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
01/12/25	<b>NLHPP - Programme management</b>	<p>The NLWA provides regular progress reports, financial updates to all partner boroughs and produces an annual risk review submitted to the Authority meeting.</p> <p>Council officers attend the NLWA Programme and Finance meetings to maintain up-to-date understanding of delivery, cost and schedule.</p> <p>NLWA maintains insurance and business continuity measures for the existing facility.</p> <p>The Council continues to engage through partnership governance, monitor updates, and report any material impacts through the Council's own financial and risk management frameworks.</p> <p>Ongoing liaison with other borough partners to maintain a shared position and consistent communications.</p> <p>This risk remains under close review due to its strategic and financial significance, recognising that direct management control lies with the NLWA.</p>	Governance	Ongoing	Naeem Ahmed; Geeta Subramaniam-Mooney; Sam Kirk	<b>December 2025</b> - Controls are all ongoing but the Council has limited direct control as the project is led by the NLWA.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Update
01/12/25	<b>UK Emissions Trading Scheme (Energy from Waste)</b>	<p>From January 2028, the UK Emissions Trading Scheme (ETS) will be extended to cover emissions from the incineration of fossil-based waste.</p> <p>This change will introduce a carbon cost on residual waste disposal, which is expected to be passed on to local authorities through the North London Waste Authority (NLWA) levy and commercial waste charges.</p> <p>Initial estimates suggest this could add over £2 million a year to Hackney's costs, although the exact impact will depend on the final design of the scheme and future carbon prices.</p> <p>Local authorities have very limited control over what products residents and businesses purchase and throw away, yet have a statutory duty to collect and manage waste.</p> <p>Without greater powers to influence or require households and businesses to use the recycling and waste services provided, councils may be left bearing costs they cannot fully control.</p>	Strategic	Major (4)	Almost certain (5)	High	Rickardo Hyatt; Naeem Ahmed	<b>December 2025</b> - This risk has been escalated to the Directorate register, reflecting the financial risks that this could pose.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
01/12/25	<b>Continuation of lobbying and minimising the financial impact of the ETS</b>	<p>The Council has responded to the national consultation on the ETS extension, setting out the potential local financial and operational impacts.</p> <p>Officers continue to monitor national policy announcements and guidance on the detailed design of the scheme.</p> <p>Financial modelling will be updated as more information becomes available to assess the impact on the NLWA levy and service budgets.</p> <p>The Council will continue to work with borough partners and representative bodies to press for:</p> <ul style="list-style-type: none"> <li>- fair treatment of local authorities within the ETS framework;</li> <li>- transitional funding or mitigation measures to limit sudden cost increases; and</li> <li>- stronger local powers to encourage or require residents and businesses to use recycling and waste services correctly.</li> </ul> <p>Waste minimisation, reuse and recycling campaigns continue to reduce the proportion of residual waste going to incineration.</p> <p>The financial implications of the ETS are monitored through the Council's Medium-Term Financial Plan and reported to Members as information becomes clearer.</p>	Governance	Ongoing	Naeem Ahmed; Geeta Subramaniam-Mooney; Sam Kirk	<b>December 2025</b> - Controls are all ongoing.		