

## Adults, Health and Integration Risk Register

PUBLIC HEALTH								
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Update
	Health Protection Capacity and Capability	<p>Failure of the Public Health team to maintain sufficient capacity/capability to respond to infectious disease epidemics or pandemics due to rising national expectations (UKHSA/OHID), reduced external support, and funding instability.</p> <p>Risk category Operational/ Public Health Safety</p> <p>Impact if the risk occurs Widespread infection, widening health inequalities, loss of IPC support in care settings, and inability to support immunisation pathways.</p>	Operational	Major (4)	Possible (3)	Medium	Jacque Burke, Sandra Husbands	<p>Risk, general - Impact 4, Likelihood 3 Risk for pandemics - Impact 5, Likelihood 2</p> <p><b>March 2026:</b> Risk reviewed and reduced for brevity. There are sporadic cases and outbreaks of measles across London. There remains a risk of further cases and outbreaks in areas with low vaccination coverage.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Public Health Workforce: Health Protection	<p>1. Specialist staffing - PH Specialist in Health Protection in post to lead strategic/reactive response. Status, effective</p> <p>2. IPC Team (NEL) - NEL-wide Infection Prevention &amp; Control Team (moving to strategic, rather than operational support following ICB changes)</p> <p>3. Preparedness planning - Pandemic &amp; high-consequence infectious disease plans London-wide MOU for system response.</p> <p>4. Community engagement - Targeted work with Charedi community, refugees, and homeless populations for vaccine uptake.</p> <p>5. Health Protection Forum - Multi-agency intelligence sharing and scenario testing for outbreak readiness.</p>	Governance	Ongoing	Sandra Husbands Carolyn Sharpe	<p><b>March 2026:</b> No change to Controls 1, 3 and 4, all effective and ongoing</p> <p>Control categories, Governance/ Training/ Resourcing and Communication</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Sexual Health and Sustainability	<p>Rising STI rates and service complexity exceeding budget allocations, compounded by NHS pay awards and provider cost increases.</p> <p>Risk category Financial / Clinical</p> <p>Impact Budget overspend, failure to realise planned savings (MTFS) Health outcomes, increased STI and unwanted pregnancy rates and drug-resistant infections</p>	Financial	Moderate (3)	Possible (3)	Medium	Jacque Burke, Sandra Husbands	<p><b>March 2026:</b> Risk reviewed and reduced for brevity.</p> <p>Rates of STIs continue to rise in Hackney and across London Clinical sexual health providers continue to highlight increased service pressures from increased need, complexity and financial pressures from Agenda for Change (AFC, NHS pay award) pay increases.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Sexual Health and Sustainability	<p>1. Strategic oversight - Implementation of C&amp;H SRH strategy and HWB sub-group chaired by lead members.</p> <p>2. Contractual adjustments - Extension of Homerton block contract to April 2027 at fixed cost (£3.8m).</p> <p>3. Digital shift (DPrEP) - Migration of residents from high-cost clinic settings to cheaper online provision.</p> <p>4. Activity monitoring - Increased oversight of 'Out of Area' activity and challenging overperformance claims.</p> <p>5. Tariff Management - Monitoring of LSHP Tariff review to mitigate potential 20-30% cost increases.</p>	Governance	Ongoing	Sandra Husbands Andrew Trathen Froeks Kamminga	<p><b>March 2026:</b> No changes to Controls 1 &amp; 2 are in place. Take up for control 3 is increasing and ongoing Control 4 is ongoing. Control 5 is temporarily paused</p> <p>Control categories, Governance and Communication</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Budget Stability	<p>Failure to contain Public Health expenditure within the ring-fenced grant due to national funding volatility, NHS Agenda for Change (AFC) salary uplifts, and challenges in realising MTFP savings.</p> <p>Risk category Financial / Strategic</p> <p>Impact Significant financial instability across AH&amp;I and LBH budgets. Potential for service disruption, strained inter-organisational relationships with the City of London, and failure to meet statutory Public Health goals.</p>	Financial	Major (4)	Possible (3)	Medium	Jacque Burke, Sandra Husbands	<p><b>March 2026:</b> Risk reviewed and reduced for brevity.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		

	Budget Stability	<p>1. Financial governance and reporting - bimonthly financial monitoring via the Outturn Forecast Position (OFP) and quarterly SMT deep-dives to ensure grant condition compliance.</p> <p>2. Procurement &amp; contractual safeguards - new contracts explicitly state that all uplifts (including AFC) must be included in the provider's quoted price to prevent mid-contract budget requests.</p> <p>3. Joint SLA management (LBH, CoL) - Agreed core funding contributions from the City of London with quarterly SLA review meetings to ensure consistent and accurate reporting.</p> <p>4. National funding advocacy - Continuous monitoring of DHSC/National grant updates.</p>	Governance	Ongoing	Sandra Husbands Anthea Henry	<p><b>March 2026:</b> No changed to Controls 1 &amp; 2. Control 3 had lapsed in 2025 but resumed in Feb 2026 in response to the SLA audit completed in Jan 2026.</p> <p>Finance updates are provided to PHSMT on a quarterly basis highlighting key risks/issues. Control 4 is ongoing.</p> <p>Control categories, Governance, Resourcing and Communications</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Joint Service Stability	<p>Risk of one partner (Hackney or City of London) perceiving insufficient value from the joint Public Health service, leading to service withdrawal and operational disruption.</p> <p>Risk category Strategic / Partnership</p> <p>Impact Major service disruption, immediate staffing shortages for independent operations, financial instability, and reputational damage to both corporations.</p>	Reputational	Major (4)	Unlikely (2)	Medium	Jacque Burke, Sandra Husbands	<b>March 2026:</b> Risk reviewed and reduced for brevity.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Joint Service Stability	<p>1. Governance &amp; audit - Quarterly SLA review and periodic auditing</p> <p>2. Transparency in reporting - All commissioned contracts must report specifically against both Hackney and CoL resident activity to demonstrate value for money to both stakeholders.</p> <p>3. Transition planning - A formal separation agreement with clear timelines to manage the potential move from a joint SLA to independent structures.</p> <p>4. Stakeholder engagement - Regular briefings for City and Hackney lead members and DLTs regarding joint service identity and Health in all Policies (HiAP) work.</p>	Governance	Ongoing	Sandra Husbands Chris Lovitt Anthea Henry	<p><b>March 2026:</b> Control 1 - Feb 2026 Hackney audit report finalised and shared with City to ensure transparency. Control 2 had lapsed in 2025 but resumed in Feb 2026 in response to the SLA audit completed in Jan 2026. Control 3 Formally established in Feb 2026 with periodic review. Control 4 is in place and ongoing.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Mortuary Operations and Compliance	<p>Operational vulnerability at the refurbished Hackney Mortuary driven by;</p> <ul style="list-style-type: none"> <li>- Hackney resuming it's own forensic examinations (returned by Poplar Mortuary) increasing the workload and pressure on existing staff.</li> <li>- The ongoing requirement to meet Fuller Enquiry security and governance recommendations.</li> </ul> <p>Risk category Strategic Compliance / Operational</p> <p>Impact Increased risk of non-compliance with HTA/Fuller standards due to overstretched staff. Financial pressure from prolonged interim staffing and potential for service failure if the APT role remains unfilled.</p>	Strategic	Major (4)	Possible (3)	Medium	Jacque Burke, Sandra Husbands	<p><b>March 2026:</b> Risk reviewed and reduced for brevity.</p> <p>No change to rating but interim cover for APT role and in-house forensics resuming creates a resourcing pinch point, work is underway to address this, see controls.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Mortuary Operations and Compliance	<p>1. Interim resilience &amp; recruitment - use of interim staffing to cover key personnel absences and support high volume periods</p> <p>2. Post snagging facility &amp; asset management - a scheduled preventative maintenance program for critical plant and machinery and continuous 24/7 temperature monitoring and alarm systems to mitigate risk to body storage integrity.</p> <p>3. Regulatory alignment (Fuller / HTA) - Implementation of Fuller Enquiry recommendations. Focus on ensuring day-to-day operations fully comply with security requirements of doors and cold storage being locked despite increased forensic activity.</p> <p>4. Operational policy review - Periodic review and implementation of Standard Operating Procedures (SOPs)</p> <p>5. Forensic transition management - Monitoring the impact of in-house forensics on staff capacity. Regularly reviewing the Mortuary environment, and operational processes to ensure it sustains the throughput of forensic cases.</p> <p>6. Operational quality control - Use of spot checks and audits to ensure non-compliance risks are identified early and that SOPs are reviewed regularly.</p>	Governance	Ongoing	Sandra Husbands Chris Lovitt Katherine Adams	<p><b>March 2026:</b> Control 1 is in place, with plans to transition to permanent recruitment to ensure long-term continuity - improving</p> <p>Control 2, post-refurbishment snag list is closed, issues arising are handled through maintenance agreements as required - ongoing</p> <p>Control 3, implemented. Schedule of regular review to be created.</p> <p>Control 4, Completed in late 2025, Mortuary staff refreshed on SOP knowledge and adherence. Schedule of regular review to be created.</p> <p>Control 5 NEW and under review to determine impact and required adjustments</p> <p>Control 6, To be implemented by Summer 2026</p> <p>Control categories, Governance and Resourcing</p>		

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Data Governance, Intelligence and Integrity	<p>Potential failure of Public Health intelligence functions driven by:</p> <ul style="list-style-type: none"> <li>- Incomplete or delayed flows between LA, NHS, and ICS.</li> <li>- Over-restrictive or poor data quality limiting required analysis.</li> <li>- Algorithmic bias, over-reliance on unvalidated AI outputs, and unauthorized data misuse.</li> <li>- Digital outages affecting surveillance or statutory monitoring.</li> </ul> <p>Risk category Digital / Information Governance / Strategic</p> <p>Impact Flawed commissioning decisions based on biased or inaccurate data; inability to detect emerging health threats; breach of sensitive data; and failure to meet anti-racist/equality commitments.</p>	Reputational	Major (4)	Possible (3)	Medium	Jacquie Burke, Sandra Husbands	March 2026: Risk reviewed and reduced for brevity, Likelihood reduced from 4 to 3.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Data Governance, Intelligence and Integrity	<p>1. PH Intelligence work plan (2025-2027) - focusing on upskilling staff, embedding anti-racist practices in data collection, and improving the digitalization of service data for commissioning.</p> <p>2. AI assurance &amp; literacy - Introduction of 'fairness checks', validation requirements, and transparency protocols for AI tools. Includes staff training to interpret and challenge AI-generated insights.</p> <p>3. Data quality and equity audits - Regular review of Data Sharing Agreements (DSAs) and renegotiation of contracts that restrict data flow. Implementation of a data quality improvement plan for demographic completeness.</p> <p>4. System Resilience (BCP) - Development of BCPs specifically for key data flows and surveillance platforms to ensure statutory reporting continues during system outages.</p>	Governance	Ongoing	Sandra Husbands Chris Lovitt	March 2026: Control 1, in place. Control 2 in progress, Controls 3 and 4 in place with further work planned. Public Health Intelligence continues to work with the Clinical Effectiveness Group, the NEL ICB Data Team, Homerton Information Service to optimise data sharing across various service areas.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
March 2026	Public Health Commissioning and Market Stability	<p>Risk of service failure or poor outcomes due to:</p> <ul style="list-style-type: none"> <li>- Insufficient lead-in times for procurement and contract mobilisation.</li> <li>- Market fragility, provider underperformance, and inadequate safeguarding oversight.</li> <li>- Late PH Grant announcements and rapid changes in national policy or statutory requirements.</li> </ul> <p>Risk category Commissioning / Financial / Statutory</p> <p>Impact Persistent unmet health needs, financial loss through provider failure, reputational harm, and potential safeguarding breaches</p>	Reputational	Major (4)	Possible (3)	Medium	Jacquie Burke, Sandra Husbands	March 2026: Newly added risk
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
March 2026	Public Health Commissioning and Market Stability	<p>1. Workforce stabilisation &amp; leadership - Implementation of key leadership roles for strategic overview</p> <p>2. Contract performance framework - Creation and implementation of a clear framework setting expectations for providers, consistent KPI reviews, and formalised early-warning/escalation protocols.</p> <p>3. Procurement planning - Continuous review of Commissioning forward plan to ensure mandatory lead-in times for needs assessments, market engagement, and service design.</p> <p>4. Safeguarding &amp; quality assurance - Active review of safeguarding reporting pathways and incident monitoring across all providers to ensure consistent escalation of 'near misses'.</p>	Governance	Ongoing	Sandra Husbands Chris Lovitt	March 2026: Control 1, leadership roles recruited to, further stabilisation needed for roles held by staff seconded outside of PH Controls 2, 3 & 4 in place and ongoing. Control categories, Governance and Resourcing		
Risk Title	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update

March 2006	Population Health Workforce	<p>Significant reduction in ICB workforce (50% target) threatening the stability of the City and Hackney Population Health Hub. Key threats include:</p> <ul style="list-style-type: none"> <li>- Redundancy or removal of roles essential to the Hub's function.</li> <li>- Loss of long-term institutional knowledge and local partnership history.</li> <li>- Indirect threat to Long Term Condition (LTC) prevention and other pathways due to disrupted partnership work.</li> </ul> <p>Risk category Workforce / Partnership</p> <p>Impact Fragmentation of population health delivery, stalled progress on LTC prevention, and loss of integrated working efficiency between the ICB and Public Health.</p>	Reputational	Moderate (3)	Likely (4)	Medium	Jacque Burke, Sandra Husbands	March 2026: Newly added risk
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Control Description	Control category	Status	Control Owner	Last Update
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Population Health Workforce	Population Health Workforce	<p>1. Internal workforce stability - Ensure the Population Health Hub remains fully staffed from the Public Health side to maintain a level of expertise regardless of ICB changes.</p> <p>2. Alternative hosting models - Exploring options for other partnership organisations (outside the ICB) to host or fund roles that are critical to the Hub's function.</p> <p>3. Knowledge management - Formal process to share and document relationship intelligence and partnership history between Hub leads to mitigate the impact of potential staff departures.</p>	Governance	Ongoing	Sandra Husbands Chris Lovitt	<p>March 2026: Control 1, in place. Control 2, under review. Control 3, in progress.</p> <p>Control categories, Governance, Project and Resourcing</p>
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## ADULTS

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
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	Existing budget and resources are not sufficient to meet demand (Financial, reputational and poor service user outcomes and experience)	<p>That the existing budget and resources are not sufficient to meet demand. This poses clear financial and reputational risks, as well as poor service user outcomes and experiences.</p> <p>Demographic pressures (and lack of in-Borough provision) are causing an increased demand on budget.</p> <p>The cost of living is contributing to increased rates across the market and a reduction in the ability of individuals to contribute towards care.</p> <p>Pressure on the provider market and social care workforce may mean insufficient resources to meet demand.</p> <p>Increasing health inequalities (more apparent since Covid) and cyber recovery costs have added cost pressures across the system, with increases in demand and impact on adults from Black and Global Majority Communities</p>	Financial	Major (4)	Likely (3)	High	Jacque Burke	<p><b>This remains on the Corporate Risk Register from 2024. Updated March 2026</b></p> <ul style="list-style-type: none"> <li>- Demand for ASC continues to rise beyond population projections, with substantial increase in numbers needing long term care and support with hospital discharge, including complexity of care and intersectionality of needs (health, homelessness and substance misuse for example).</li> <li>- Unit costs of providing care are also rising, alongside commitment to LLW, with impact from cost of living.</li> <li>- Payment processes were severely impacted by the cyber attack - we were unable to complete financial assessments for new service users for ~1.8 months, resulting in a significant loss of care-charging income. Challenges now exist in claiming back this income, with learning to be implemented on how we equitably charge and create a simplified process for care charging. Savings target set for 2026/27 related to light touch financial assessments and care charging changes agreed at Cabinet in 2025.</li> <li>- The demand in the directorate continues to rise and outstrips the allocated budget and grants. There has been an uplift in general fund allocation but there remains a predicted shortfall.</li> <li>- These risks continue to be monitored and reported through the monthly OFP report and through monthly updates at ASC SLT, AH&amp;I DLT, as well as Council Budget Meetings as appropriate. A transformation programme exists to contribute towards the costs associated with the current demand against budget envelope, as well as an ask of system partners to contribute to demand and impact of health inequalities in the community.</li> </ul>
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Financial Controls	<p>There is a departmental savings tracker and invest to save tracker, coordinated by Finance, with Assistant Director leads and relevant officers, and reported to ASC SLT monthly. For services with a S75 Agreement, this is monitored at the appropriate quarterly governance meetings</p> <p>Mosaic Follow On work has priority areas around finance, including systems to provide more accurate sign off of care delivered vs care commissioned</p> <p>Quality assurance process for care and support commissioning embedded, including well established QAM Panel process for finance oversight at senior level (deputy head of service up to Director).</p> <p>Closely monitoring future funding arrangements for hospital discharge pathway, with oversight of health contribution via the BCF</p> <p>Significant savings plan agreed as part of MTFP that is on track to deliver, with further stretching targets set by the department within invest to save initiatives.</p>	Governance	Ongoing	Georgina Diba	Ongoing controls
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Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Provider Failure and local market sustainability	<p>Within the continuing challenging financial climate, the ability of Social Care providers to continue to deliver high quality, cost effective services is at risk.</p> <p>There are risks regarding sustainability of the market, and financial viability of providers.</p> <p>Cost of living and delivering services is adding further pressure. Concern around provider failure</p>	Financial	Major (3)	Unlikely (2)	Medium	Jacquie Burke	<p>Reviewed February 2026</p> <p>This risk remains.</p> <p>There continues to be instability in the homecare market nationally. Cost models developed with ADASS London and NICE indicate that no boroughs are currently meeting the true cost of homecare according to our own criteria (e.g. London Living Wage and the Ethical Care Charter). Hackney is dependent on providers in other authorities, to which it has less influence on the market sustainability</p> <p>Recent inflationary growth and issues in the supply market (e.g. fuel, utilities) add extra concern. Changes to NI in 2025 are adding additional pressure to market and adult social care budget.</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update
	Provider Failure	<ul style="list-style-type: none"> <li>Ongoing quality assurance of providers delivering care and supported living service, including utilisation of provider concerns process where appropriate</li> <li>Distribution of extra funds through grants</li> <li>Ongoing conversations with providers re: sustainability</li> <li>Process for uplifts now embedded and being implemented ongoing. Work happening across NEL to look at sustainability and costs across the footprint.</li> <li>Continued use of Care-Cubed to understand the market and prices</li> <li>Care Analytics reports in 2025 and workshops via NEL Local Authorities to consider ways of working across authorities</li> <li>Robust provider failure policy in place and evidence of use to drive safety and quality for residents.</li> </ul>	Governance	Ongoing	Jenny Murphy	Ongoing Controls

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	<p>Inability to attract and retain a stable, high calibre workforce for key roles within Adult Services</p> <p>(Financial and reputational risk, poor service user experience and outcomes)</p>	Continued staff turnover leading to instability and loss of continuity in service delivery. Shortage of key regulated professionals a national issue. Risk that recruitment becomes increasingly difficult due to market pressures and reputational damage to LBH caused by cyber attack/impact on social care systems and any CQC inspection rating.	Operational	Major (3)	Possible (3)	Medium	Jacquie Burke	<p><b>Updated March 2026.</b> Driven through new KPIs and use of data to drive performance, our expectations on staff performance have shifted over the last two years, resulting in some movement of staff. There remains a commitment to permanent recruitment and all posts have been advertised internally, though the number of vacancies can not always be filled. New activities to increase permanency include recruitment of stand alone Practice Educators for employing newly qualified onto their ASYE, continued conversion of agency social worker to permanent, as well as 25 care workers moved to permanent, with 35 being on boarded.</p> <p>Some posts remained unfilled, and Managers have reported challenges in attracting high quality candidates, as well as retaining staff. Identified from staff survey the need to complete exit interviews, which is being implemented more robustly, alongside approach to recognise and reward staff as a means to retain - approach launching March 2026.</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update
	Inability to attract and retain a stable, high calibre workforce for key roles within Adult Services	<p>1) Workforce Strategy in plan and monitored by workforce board</p> <p>2) Invest to Save to employ 2 Practice Educators to support 12 ASYE social workers, reducing agency and planning for future progression</p> <p>3) Ongoing recruitment campaigns</p> <p>4) Implementing WRES Action Plan and Staff Survey Action Plan</p>	Governance	Ongoing	Georgina Diba	<ul style="list-style-type: none"> <li>Workforce Strategy being delivered through Workforce Board.</li> <li>Implementation of Workforce Race Equality Standards</li> <li>Workforce team structure to develop health and social care recruitment and development platform/ offer</li> <li>Continued focus on positive working culture - embedding by staff and through TOP Programme</li> <li>Moved to a rolling recruitment approach and embedding recruitment best practice across the service</li> <li>Idea generation around growing own and increasing newly qualified and career transfer across sectors</li> </ul>

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Data sharing general risk and data governance	<p>Adult Social Care is dependent on a number of systems, which hold data on our residents. Similar to Public Health and other departments, loss of access to data required to make decisions, have oversight of care and support to residents and the ability to manage delivery of that care, would be significant. In addition, inadequate support around data governance can pose significant risks to data security or, conversely, prevent data sharing in the circumstances where it is legally required to do so.</p> <p>Impact Disruption to service delivery to residents, including their care, and limitations on new care arrangements for residents awaiting support. Decisions made on inadequate data Impact on resources related to resource misallocation and recovery of access to data Loss of trust from residents and partners, reputational damage Data security breaches</p>	Regulatory	Major (4)	Possible (3)	Medium	Jacquie Burke	Updated March 2026.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Data Sharing	<p>As per Public Health, Data sharing remains one of the key issues across many service areas. It is widely recognised that these issues need to be solved collaboratively. The following steps can help in improving access to necessary data and data governance:</p> <ol style="list-style-type: none"> <li>1.Clear and efficient data governance processes that are standard across Hackney Council</li> <li>2.Review of existing data sharing agreements to ensure services provide data at the right level of detail, enabling equity audits</li> <li>3.Review of data sharing agreements to ensure that key performance metrics are meaningful to service improvement and evaluation</li> <li>4.Where data sharing is precluded by contractual arrangements, review contractual arrangements involving all necessary partners</li> <li>5.Where data sharing is precluded by digital and technical limitations, consider alternatives, developing a service improvement programme, procuring new systems</li> <li>6.Where data sharing is precluded by skills and knowledge, arrange professional development training</li> </ol>	Governance	Ongoing	Georgina Diba	Updated March 2026.		
	System and Data governance	Risks, data considerations, and procurement matters will be governed through existing Council structures, including where relevant the Technical Design Authority (TDA), Data Protection Officer (DPO), and PMO assurance processes. Mosaic Strategy Board currently functioning across Adults, Childrens and ICT.	Governance	Ongoing	Georgina Diba	Updated March 2026.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Last Update
	Insufficient information and systems to safely run the service	<p>ASC returned to Mosaic in November 2022; however, this was recovery and additional work is required to ensure the system is optimised to support practice and risk management of our residents.</p> <p>Risk of judicial review or legal challenge if we are unable to complete statutory returns or provide relevant information needed.</p>	Operational	Major (4)	Possible (3)	Medium	Jacquie Burke	<p>Updated February 2026 This risk has decreased</p> <p>Mosaic provides a good basis but further work is needed to optimise the system to support recording, processes and our statutory returns.Joint Mosaic Strategy in place with Children and Families and team in place to continue to drive any transformational changes, with ICT supporting business as usual.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Insufficient information and systems to safely run the service	<ol style="list-style-type: none"> <li>1) Deliver Mosaic Joint Strategy between ASC and CFS to ensure the system has potential to realise all improvements and efficiencies identified</li> <li>2) Ensure project scope and progress is carefully monitored, and risks and issues mitigated against via a Board chaired by the Director.</li> <li>3) During the duration of the work, work with ICT to ensure sustainable model and support for this system.</li> </ol>	Governance	Ongoing	Georgina Diba Leanne Crook	Resources for a Mosaic follow-on project are approved (via Capital Bid request process), to facilitate subsequent procurem		
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	Increasing numbers of refugees at risk of homelessness	<p>The numbers of refugees at risk of homelessness is increasing, as more asylum claims are granted and eviction notices are issued to those in Home Office hotels. Seeking settled accommodation for Ukrainian refugees following their initial hosting arrangement, as well supporting families in the Borough as part of the Afghan Resettlement schemes to find suitable homes in the Private Rented Sector, further adds to the demand on housing and homelessness services.</p> <p>With ongoing global conflict, we anticipate demand will continue, though we do not have certainty about the future of funding and Government schemes to support different cohorts, which influences the support we can provide.</p> <p>The risk of rough sleeping for single adults is high, and the demand pressures on statutory homelessness services and the shortage of temporary and longer term accommodation means there is a risk around our ability to meet needs for those with priority needs.</p>	Operational	Major (3)	Possible (3)	Medium	Jacquie Burke	March 2026. The Refugee, Migrant and Asylum Seeker service was formed in Summer 2023, and provides coordination and support to refugees and asylum seekers in the borough.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Last Update		
	Increasing numbers of refugees at risk of homelessness	<p>1) Information sharing to support BHN understand and prepare for projected demand for statutory services, in particular demand coming from Home Office hotels.</p> <p>2) Use of the Local Authority Housing Fund to source suitable properties, and targeted support work offer to support Afghan families with move-on plans and avoid need for statutory services.</p> <p>3) LBH Support Workers proactively develop move-on and integration plans with Ukrainian guests to help them find homes in the Private Rented Sector after their host arrangements end. We work closely with Housing Supply and have developed a proactive move-on support offer.</p> <p>4) Extended the contract with the Single Homeless Prevention Project to include additional capacity to support single adults who receive refugee status and are evicted from hotels. They source interim accommodation to avoid rough sleeping, and support individuals to source longer term accommodation and provide wider integration support.</p>	Governance	Ongoing	Leanne Crook	Asylum Seeker Support Programme is now the Pre-Status Programme, with ambition to support wider group of residents with insecure asylum status, with range of internal and external commissioned support.		
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	Waiting list for statutory care act assessment, reviews and occupational therapy	Demand for adult social care has increased, while staffing resources have remained static, leading to an increase in waiting lists for assessment, review and occupational therapy. Waiting lists in social care can cause significant deterioration in physical and mental health for residents; delays can contribute to reduction in independence, risk of abuse or crisis, and increase long term care costs.	Reputational	Moderate (3)	Almost certain (5)	Medium	Jacquie Burke	CQC report of February 2026 highlighted long waiting times as a significant risk. Actions in place to mitigate were raised as not sufficient in reducing the waiting list within a 12 month period.
		Control Description						
	Waiting list of statutory care act assessment, reviews and occupational therapy	There are a number of activities we have been taking or testing to reduce down the waiting list, including but not limited to Access and Duty now undertaking certain Care Act assessments at the point of referral; embedding an Occupational Therapy post in the Access and Duty Team; the Trusted Assessor program; incorporating qualified Social Work posts into the Review Team; adopting an approach of care act assessments and reviews, generally by the same practitioner, as standard within the integrated Discharge Service and a more joined up approach between Case Management and Occupational Therapy, thereby reducing duplication and sharing information to inform risk.	Governance	Ongoing	Georgina Diba			