

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
New Version June 2025	The Council's Financial Position / The Economy	<p>There is a risk that the levels of funding coming into the Council will not be enough to carry out the services required - even though funding levels have increased, they are not keeping track with the increases in other costs. There is also the risk of reduced investment in some of the areas which provide frontline services for Hackney's most vulnerable residents - this could have a very negative impact on their health and safety.</p> <p>A clear risk is that the Council spends more money than it can finance through planned income streams and the annual financial settlement from central government, resulting in an ever increasing budget deficit.</p> <p>This risk to financial sustainability could drive reductions in services leading to local dissatisfaction and damage to the Council's reputation. Also, the overall economic situation which could worsen given the Iranian conflict, could result in less capital spend, higher rent arrears, inflationary increases in project costs, potentially more children in care, increased health risks for the vulnerable due to prohibitively high energy / grocery costs or increasing homelessness. It could also impact on potential economic development and social infrastructure, and threaten the completion of the Council's statutory duties. Future pressure on pay is likely to remain high, as well as core service costs (whether through fuel, energy, food, staffing, raw materials). This will place pressures on existing budgets and reserves. Within the community, this will particularly impact on those already in poverty as their situation becomes even more entrenched. This could place an increased demand on Children's (and Adult's) Social Care. Also with the recent significant political change in the Borough, it will be more important than ever to carefully manage resources and make sure any funding for change is carefully tracked.</p>	Strategic	Catastrophic (5)	Likely (4)	High	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell	<p>May 2026 - Despite the implementation of significant savings and the introduction of strict spend control measures in 2024 and 2025, the Council is forecasting an overspend of £8.3m for 2025/26, even after the utilisation of £17.7m in reserves. This overspend is driven primarily by the escalating costs of caring for vulnerable adults, alongside rising pressures within Hackney Education, specifically regarding staffing costs associated with Education, Health and Care Plans (EHCPs) and in the SEND Transport Service. Additionally, there are increased costs within Climate, Sustainability & Environmental Services.</p> <p>In February 2026, the Government published the provisional Local Government Finance Settlement for 2026/27-2028/29. The Council will be able to set a balanced budget for 2026/27. However, there is currently insufficient information to make a similar conclusion for the 2027/28 and 2028/29 financial years, prompting immediate, proactive engagement with services across the Council to identify sustainable efficiencies and safeguard our future financial stability.</p> <p>Hackney's (LBH), Core Spending Power CSP is projected to rise, in cash terms, by 6.2% in 2026/27, 3.8% in 2027/28, and 3.6% in 2028/29. The increase from 2025/26 to 2028/29 is £61m of which £28m is from assumed council tax increases.</p> <p>A core Council Tax referendum principle of up to 3% will apply to London boroughs, in addition to a 2% Adult Social Care precept. This means that LBH has the flexibility to raise Council Tax by up to 4.99% without a referendum in each year from 2026/27 to 2028/29.</p>
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	National and International Economic Downturn	Whilst the overall risk is external and largely beyond control of the Council, there is a clear need to identify, implement, monitor and resource the delivery of significant reductions in expenditure and to ensure the services that continue to be provided are resourced adequately. Also, Officers' advice to members needs to be explicitly clear as to what can and cannot be delivered including the organisations ability to deliver and implement the varied political commitments.	Governance	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell	May 2026 - action ongoing. The Corporate Leadership Team (CLT), with the Group Director, Finance and Corporate Resources taking the lead, are overseeing the budget development work to meet the forecast budget gap for the medium term period 2026/26 to 2028/29. Proposals are being developed in close collaboration with Cabinet members to ensure transparency around impacts including where there may be service reductions or increases in charges. Given the size of the budget gap Group Directors have also been working with the Director of Transformation to develop transformational changes that will deliver additional savings over the medium term. Taken together this work will not offer straightforward solutions and it is anticipated that difficult decisions will still need to be taken. Budget proposals will be subject to a scrutiny process which is currently under development. A new MTFP was completed in February 2025 setting out a new financial roadmap following the election and subsequent budget. The MTFP will be updated on an ongoing basis (latest agreed in March 2026).		
	Spend control measures and 'invest to save'.	At the beginning of November (2024), the Council implemented organisation-wide spend control measures and these continued in 2025/26. These measures will assist in slowing down the in-year spend and help stabilise the financial position. At the same time, the capital programme is subject to review to ensure that available resources are used to deliver Council priorities. Several measures, including numerous restructures, have been used to reduce overall expenditure levels across the Council. There are also continuing efforts at seeking ways to generate additional income, for example in the use of Corporate Estates for events /major regeneration and building projects / changes in service delivery models etc. This is already resulting in considerable savings to help mitigate the risk of funding cuts.	Governance	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell	May 2026 - these spend control measures are continuing.		
	Invest to save	The Council are also exploring 'invest to save' programmes. Invest to save is where a sum of money is paid either up-front or over a number of months or years, with the expectation of saving more money than we invest over time. The Council are looking to generate savings through the Star Chamber initiative (with full Member involvement), and looking for further ways of reviewing our overall approach by working with IMPOWER Consulting and Inner Circle Consulting (ICC) who are working towards identifying further opportunities for savings.	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell	<p>May 2026 - We are investing £144m in capital to address the homelessness crisis by expanding and maintaining our temporary accommodation. This approach is more cost-effective than current nightly market rates, leading to significant cost avoidance.</p> <p>With our other savings programmes, there is a need to balance the risk and challenge around the potential double counting of savings that are coming through Star Chamber but also through the commissions we have with IMPOWER and ICC.</p>		

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	Commercialisation	The Council is looking to take advantage of commercial opportunities which are presenting themselves as a new way of raising funds and mitigating impacts of austerity. These more innovative ways of working present opportunities to protect the Council against cuts in other areas. The Corporate Transformation team are specifically looking at exploring commercial opportunities as part of their ongoing programme.	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell			<p>May 2026 The budget development process includes 2 specific work streams with a focus on commercialisation and income generation:</p> <p>Estates - although this workstream is also concerned with the efficient running of the corporate estate it is also contributing through increased income from our commercial estate.</p> <p>Income Generation - this workstream is focussed on the development of a corporate approach to commercialisation alongside ensuring existing income generating activities are sustainable and exploring further such opportunities.</p>
	Inflationary pressures- Council (revenue)	There is a need to ensure that the Medium Term Financial Plan (MTFP) accurately reflects best estimates of future funding levels. Financial planning will be constantly diligent and reflect the changing circumstances of budgets available. Also, controls from other related risks are relevant, e.g. Regeneration projects and Recruitment and Retention [increasing access routes into the Council's employ]. Review and update assumptions in the medium term financial plan (MTFP) regarding price inflation and impact of cost of living on residents' ability to pay.	Communication	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell			<p>May 2026 - The MTFP was updated and revised following the 2025-26 Local Government Finance Settlement and updates the Council's budget strategy for the financial years 2026/27 to 2028/29. It is based on current policies and a review of the service. Other specific inflationary elements including energy, have also been built in together with assumptions regarding growth and cost pressures in services. It also contains indicative forecasts for external funding and other income streams such as Council Tax & NNDR. An updated MTFP will be published in the Spring/Summer 2026.</p>
	Inflationary pressures - Supporting Residents and businesses	<p>Build and implement a single income maximisation service which is proactive and streamlined from the residents' perspective.</p> <p>Implement priority 3 of the poverty reduction framework (adopted in March 2022) which has three priorities:</p> <ol style="list-style-type: none"> 1. Prevention, early years and early help 2. Tackling low wages and cost of living 3. Responding to the material needs of poverty <p>For businesses - Promote and signpost financial relief and support available to local businesses, promote access to affordable workspace in the borough, and promote access to business income and investment opportunities via the Hackney Business network and other business focused channels and forums.</p>	Resourcing	Ongoing	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell			<p>May 2026 - Poverty reduction, building an inclusive economy and homelessness reduction are three of the Council's cross-cutting strategic priorities.</p> <p>Hackney Here to Help was established as a pilot in late 2022 as an easily accessible, multi-disciplinary service that brings together benefits assessment support with administration for a range of discretionary grants managed by LBH, in a delivery model with data-led, active community outreach at its heart.</p> <p>The core goal of the offer is increasing residents' income by tackling benefits under-claiming in the borough; it is estimated that residents are missing out on £28 million in financial support they are entitled to. Here to Help contributes to income maximisation and reduction in financial distress for some of Hackney's most vulnerable residents.</p> <p>The team will be funded from the Crisis and Resilience Fund from 2026-27.</p> <p>The Hackney Business Network (HBN) website is well established and provides up to date advice and guidance to businesses, including on dealing with financial issues and the cost crisis as well as how to access affordable workspace Regular newsletters are also issued to businesses signed up to the HBN with useful information and updates for businesses, including on business advice, support and business grant funding available. The Hackney Impact Fund (funded by the UK Shared Prosperity Fund) launched in 2023 and provides a range of financial support and advice to businesses. All of the above channels and programmes also provide advice and support to businesses on becoming greener and responding to the climate emergency. Review guidance issued with bills and council website to ensure its clear to residents / businesses what reductions that they are entitled to from their council tax and business rates bills Staff training to ensure all staff including F2F, Customer services and revenues staff understand what additional support is available to residents and businesses and are able to signpost accordingly</p>
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09/25	Management of the Corporate Transformation Programme	Organisational capacity to support the transformation programme needs to be sufficient to ensure the desired progress takes place. An example would be HR resources which are critical to supporting restructures and the overall changes, and if they are unable to deal with the scale and pace of change, the ultimate aims and objectives of the programme will be threatened. Capacity to deliver the proposals to time, cost and budget is crucial, and careful monitoring needs to be ongoing of demand levels, technology challenges / limitations and any changes to national policy or legislation. If these external influences are not carefully managed it could impact on the overall programme.	Strategic	Major (4)	Likely (4)	High	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Kieran Read	<p>May 2026 - The Corporate Transformation Programme - as well as having its own risks - remains a key mitigation action on the Corporate Risk Register around the Council's challenging budget proposals. There are significant risks associated with the delivery of the programme and realisation of targeted benefits. The score has increased slightly with this review, reflecting the challenging environment for the scale of savings and the fact that the strategy is dependent on future asset sales to fund.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
09/25	Project and Programme Management	<ul style="list-style-type: none"> • Clear portfolio, programme and project governance and reporting in pace through projects, SROs, Transformation Board (CLT) in place to deal with scale and pace of change. • Regular assessment and planning to deal with any technology challenges or limitations. 	Project	Ongoing	Kieran Read	<p>May 26</p> <ul style="list-style-type: none"> - The Transformation Governance Structure chaired by the CEX is well embedded with monthly reporting - A portfolio delivery group PDG has been established to provide additional co-ordination across enablin services - Transformation will be subject to internal audit in Q2 26/27 providing an opportunity tfor reveiw and assurance 		

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09/25	Capacity and investment	- All programmes supported by business case setting out benefits, investment required and return on investment (ROI). - Investment agreed with s151 and Transformation Board and monitored through governance investment - Flexible Use of Capital Receipts Strategy outlines intention to capitalise transformation costs where possible.	Resourcing	Ongoing	Kieran Read			May 2026 - The Council has completed recruitment to posts approved in relation to the change programme agreed in Sept and Oct 25. As well as service expertise and project and programme management capacity this includes HR, Legal and Finance. - Investment is also being made into the Digital Transformation Programme with an initial team mobilised. - In house capacity means that we no longer require support from ICC. Support continues to be provided through 2026 by IMPOWER in relation to the children's prevention and demand management programme.
09/25	Culture	- People and OD strategy - Carefully planned communication campaigns to ensure all staff are kept fully briefed on all elements of the programme. Try to ensure staff buy in and adaptation to new ways of working.	Communication	Ongoing	Kieran Read/Sandra Farquharson			May 2026 - People & OD strategy was agreed in March 2026 - Organisational values and behaviours to be launched in June 2026 - Contract for change management support agreed May 2026 - Comms and engagement strategy ongoing with regular SMN briefings and engagement through workstreams.
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q2 Update
10/24	Cyber / Information Security	There are direct risks to the systems used by the Council's services, including those which are externally hosted, and also risks relating to data that the Council is responsible for which is processed by third parties contracted by the Council or other partners. An attack could cause an extremely serious impact to how services operate and also present financial, legislative and reputational risks. There is also ongoing risk relating to data stolen in cyberattacks ('exfiltration' of data). This can remain in the possession of cyberattackers and beyond the control of the Council. New technologies such as developments in Artificial Intelligence and Machine Learning also present new potential risks (and opportunities) which require mitigation and careful monitoring.	Operational	Major (4)	Possible (3)	Medium	Naeem Ahmed Rehana Ramesh	May 2026 The Council's cyber threat landscape remains elevated and dynamic. We continue to manage active risks across core infrastructure, externally hosted systems, and third-party data processors. Additionally, the rapid integration of Artificial Intelligence (AI) and Machine Learning (ML) has introduced novel attack vectors and data governance complexities. To enhance our detection and response capabilities, our primary focus is currently on the implementation of a Security Operations Center (SOC) to provide continuous, real-time monitoring of our digital estate. This initiative runs parallel to our work aligned to the NIST Compliance Framework where we have seen a positive improvement in our rating from 1.2 (Oct-25) to 1.7 (May-26). Our goal is to reach a rating of 2.5 by end of 2027. Operational resilience, legislative compliance, and reputational protection remain our top priorities.
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10/24	Ensure compliance with the PSN Code of Connection and other applicable standards (including the ICT security requirements for compliance with the NHS IGSoc).	Ensure that good security practice is reflected in the Council's technical architecture and operational practices, including annual Public Services Network (PSN) Code of Connection compliance assessment (supported by IT health check). The PSN healthcheck is an independent security assessment of external and internal network infrastructure and devices. This will be an ongoing annual activity (no fixed end date).	Governance	Ongoing	Naeem Ahmed Rehana Ramesh	May 2026 The Council has a current PSN compliance certificate, valid to February 2029. The Council is also participating in work led by the Department for Levelling Up, Housing and Communities to define a new cross-local government cyber assessment framework.		
10/24	Ensure that all users of the Council's systems and data take appropriate measures to protect these.	The Council has effective policies, guidance, training and measures to enforce compliance for all users (including Members). Further detail on this (and specific policies) can be found on: https://sites.google.com/hackney.gov.uk/hackit-cyber-security-hub/policies-processes-standards-and-guidance	Governance	Ongoing	Naeem Ahmed Rehana Ramesh	May 2026 The Council's Data Awareness Training continues to be managed as a Business As Usual process for all users (including Members). Users are required to complete the training and access is removed if it is not completed. The Cyber Security Hub provides information and support for all staff to provide awareness of this approach. The ongoing status of training compliance will be reported to the Council's Information Governance Group, which is being reconvened as a standing governance group.		
10/24	Ensure that all hardware and software is supported for security updates.	Ensure that infrastructure and application lifecycle management practices are in place and functioning effectively so that the Council's systems remain supported.	Resourcing	Ongoing	Naeem Ahmed Rehana Ramesh	May 2026 The status of assets is regularly reviewed by the ICT Cyber Security Group, with plans developed to address any equipment or software which is reaching end of life. The ongoing status of equipment and software support and patching will be reported to the Council's Information Governance Group, which is being reconvened as a standing governance group.		
10/24	Guidance for safely using Generative AI at work.	Corporate ICT have issued clear guidance on the Council's approach towards AI. It has been made very clear that staff must never give personal or sensitive information to these tools, as they may not provide the necessary privacy protection for data. Also, answers returned by Generative AI must always be checked and verified to mitigate against the risk of 'fake news', erroneous information and bias. However, AI can clearly presents benefits to the way the Council works, so a balanced approach is required.	Communication	Ongoing	Naeem Ahmed Rehana Ramesh	May 2026 The Council hosted 'Hackney Tech week' in October 2025, including a full day conference (with both internal and external speakers) to increase overall awareness. Also, the AI Policy is being refined following engagement with CLT. Guidance has been issued to all staff and supported by information sessions to ensure staff have the correct understanding about AI, its risks and potential benefits. The AI model Gemini is now available on all Google Workspaces, and user training has been completed. Further guidance was recently issued regarding its usage in meetings. We are also piloting the use of departmental specific AI tools which could offer significant efficiencies to our workforce in both Adult Social Care and Parking. These pilots will allow us to fully assess the benefits and any limitations of these tools ahead of considering any wider use of AI within the Council, outside of Gemini. The Council's Data Awareness Training has been refreshed and has been released to all staff (with mandatory completion of the course).		
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	Management of Capital Programmes / Schemes	<p>From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council moves from a low external debt position and becomes more vulnerable to changes in the market (interest rates. potential volatility of the housing market affecting sales volumes / value and increasing building costs as a result of weaker GBP against other currencies). This could lead to financial pressures as unexpected costs of borrowing would be incurred.</p> <p>Additionally, Major Capital Schemes may not be managed or targeted effectively to maximise use of resources available and ensure delivery according to expectations. This poses a risk to the successful completion of such schemes, incurring losses and dissatisfied stakeholders.</p>	Reputational	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt Deirdre Worrell	<p>May 2026 - This risk remains ongoing due to the number of high-value programmes across the Council and rising interest rates. The ambitious capital programme relies on forward funding, pending future sales of private residential units upon completion of housing regeneration and other mixed-use development schemes. For the 2025/26 financial year, the revised capital programme stands at £493.5m, with £309.8m allocated to non-housing schemes and £183.7m to housing schemes. (Figures from Cabinet in March 2026). A commitment to building affordable homes is central to the Mayor's priorities, necessitating multiple construction projects to meet these goals.</p> <p>Detailed risk registers are maintained for major projects like Britannia, which has a commercial lead and contracted specialist construction cost and financial viability advisors. This approach successfully delivered phase one (the school and leisure centre) on budget and will continue for phase two, supporting more informed decision-making by the Officer Steering Group and Project Board overseeing the project. The risk level has remained unchanged from the last period, as there have been no significant changes to the project profile.</p> <p>Inflation in the construction industry remains high, impacting programme delivery by causing delays, the need for value engineering, scope reduction, or additional funding requests. Effective governance is in place at both the project and programme levels, with oversight provided by the Capital Asset Steering Board.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
10/24	Management of Capital Programmes / Schemes	All capital schemes are subject to review via the capital budget monitoring process which is reported through to Cabinet and also reviewed by Audit Committee on a quarterly basis.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	<p>May 2026 - The revised capital budget for 2025/26 is £493.5m (Non-Housing budget £309.8m and Housing budget £183.7.5m). The Capital Asset Steering Board (CASB) has enhanced oversight of the overall capital programme at both the Cabinet member and Chief Officer levels. Thematic and area-based reporting formats, focusing on outcomes and costs, have been developed to provide greater visibility into the results of our capital investments.</p>		
10/24	Management of Capital Programmes / Schemes	Major schemes are managed via project boards to ensure appropriate actions are taken to ensure delivery of scheme to expected standards.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	<p>May 2026 - Governance for major projects include next step gateway processes which ensure affordability of projects are subject to periodic review which is a significant risk in a time of high construction inflation.</p>		
10/24	Management of Capital Programmes / Schemes	The Capital Asset Steering Board (CASB), comprising both Cabinet members and Chief Officers, oversees the entire capital programme. Its key functions include reviewing new project proposals assessing their affordability and making recommendations to Cabinet regarding their inclusion in the Capital Programme. The board also monitors the delivery and progress of the Capital Programme, the Strategic Asset Management Strategy, and the HRA Asset Management Plan	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	<p>May 2026 -The CASB contributes to the capital strategy, which is approved as part of the budget report, and reviews new capital investment proposals, making recommendations for Cabinet approval. In addition, CASB oversees the ongoing development of a 10-year capital programme aligned with the MTFP.</p>		
10/24	Management of Capital Programmes / Schemes	The Council has a Treasury Management Strategy (TMS) in place which incorporates the authorised borrowing limit and borrowing strategy. The TMS is reviewed by Audit Committee and approved by Full Council on an annual basis with the Audit Committee receiving quarterly updates on treasury management activities including any new borrowings. The Council also has treasury management advisors in place who support us in making borrowing and investment decisions.	Governance	Ongoing	Naeem Ahmed; Deirdre Worrell	<p>May 2026 - ongoing control.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Q1 Update
	Impact of New Legislation	<p>The Council may not be able to respond to external influences on legislation and updated policies, thus risking the efficiency and effectiveness of service provision. Also if the requirements of any new Acts are not met, there would be an adverse impact on the Council's legal and reputational standing.</p> <p>As a result of new legislation, the Council's financial position may be adversely affected, constraining its ability to invest or progress work in new areas. Many of these policies could also have damaging consequences for the local community and many people currently living in Hackney.</p> <p>Additionally, new legislation could have consequential results for the Council in terms of increased costs / reduction in income for the Council and the associated impact that this can have for residents, particularly the most vulnerable.</p> <p>A failure to understand the impact of new legislation in terms of the breadth of responsibility could have reputational impacts. There could also be issues amongst the local community in terms of dissatisfaction, lack of understanding and increased financial difficulties.</p>	Reputational	Major (4)	Possible (3)	Medium	Dawn Carter-McDonald; Louise Humphreys	<p>May 2026 – A current example of an area where the Council is facing a degree of uncertainty relates to developments following the Supreme Court case of For Women Scotland and the subsequent review of statutory guidance by the Equality and Human Rights Commission (EHRC). There remains considerable uncertainty around the statutory guidance given the parliamentary approval process which is now taking place. Amidst a complex legal environment surrounding the issues, it is critical that the Council correctly interprets and complies with the evolving equalities legislation. Communications concerning our approach to this also need to be managed carefully and sensitively, both to staff and the community at large. Failure to do this would present reputational and legal risks.</p> <p>The Government continues to pursue a full legislative programme. As has now become a standard approach to new legislation, much of the operational detail to be left to later secondary legislation and this impacts upon the ability to fully assess the potential impact and effect of legislation and the relevant timings for implementation. The Government's programme of legislation does not include private member bills and there are a significant number of these before Parliament at any one time which could have an impact upon the Council, although the probability of these being enacted is lower than for government bills.</p> <p>Any legislation could impact upon the Council's priorities and ambitions, either by introducing new statutory duties and responsibilities for the Council or by removing the Council's powers to act.</p> <p>Risks need to be managed and kept under review as legislation makes its way through Parliament and following enactment. Risk remains at the same score.</p>

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	Impact of New Legislation	The Council continues to monitor and respond to consultations regarding service delivery and other innovations to ensure that it is fully aware of new and changed initiatives and can react accordingly. All managers keep up to date with external developments which may impact on their work. Careful project and programme management is undertaken to deal with any serious reforms and their implementation. Quarterly legal updates in all the areas of law covered by the Legal Service are prepared which outline all the latest legal developments, including legislation & case law, including any potential impact for the Council. In addition, the Monitoring Officer ensures that the Head of Paid Service and s151 Officer are kept apprised of matters which may be of legal interest to the Council.	Governance	Ongoing	Louise Humphreys			<p>May 2026 - ongoing.</p> <p>A specific example of this would be within Housing, where the Senior Officers have been continually carrying out detailed analysis regarding the likely impact of new (Housing) legislation, both internally and with other boroughs and representative organisations. Individually and with other boroughs, the Council continues to respond to policies in order to mitigate the adverse effects of these policies.</p> <p>Once legislation is published, the likely impacts can be assessed, albeit that the frequency of amendments to legislation as it progresses through both Houses of Parliament means that a degree of caution is required. Most significant pieces of legislation require statutory instruments to bring provisions into effect, which postdate the granting of Royal Assent. This enables more accurate assessments to be undertaken and more detailed preparations to be made in a way that best mitigates the impacts on the Council and residents.</p>	
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	Workforce & Skills	<p>Amidst an atmosphere of serious financial tightening, there is a risk that Hackney workforce become demotivated, due to the levels of uncertainty, in turn, impacting upon service delivery and leading to dissatisfied stakeholders. During this period of responding to budget challenges, the necessary changes and restructures may cause temporary loss in efficiency, as resources may become stretched beyond capacity to respond to both restructure and BAU requirements in the timescales which are set.</p> <p>Additionally, the world of technology and hybrid working is changing fast. Whilst we seek to support colleagues' wellbeing through the use of technology, there is a risk that the Council might not yet have the ICT infrastructure to maximise the potential of ICT tools and transform services through effective use of data, technology and digital approaches. Changes also need to include the training required to change the mindset and culture associated with previous ways of working. This presents a risk of missing opportunities to deliver more cost effective services and failing to meet residents' expectations of the Council's services. Embracing new ways of working is important for the organisation. Failure to do this could result in the Council lacking the dynamism to succeed in effectively utilising opportunities open to it.</p>	Operational	Major (4)		Possible (3)	Medium	Dawn Carter-McDonald; Sandra Farquharson	<p>May 2026 - Updated and ongoing.</p> <p>The People and OD Strategy is aligned with the transformation plans of the council and is showing signs of beginning to stabilise effective service delivery.</p> <p>There are further adaptations for staff at all levels which need to occur, given the council's overall-transformation plans. Change is required to deliver new ways of working; embedding learning and staff wellbeing support for the workforce to keep pace with the timelines for change. These are core elements and an essential part of the delivery of the council's transformation plan. Restructure and change will include improving organisational efficiency across teams and adopting new ways of working, in response to cuts to funding. The ongoing Corporate Transformation workstreams are embedding organisational development needs, including wellbeing support and monitoring the areas where additional capacity maybe required to support delivery and improvement.</p> <p>The latest Staff (Pulse) Survey was completed in April 2025 (with a 60% rate of participation). The headline results have been shared across the organisation and used to shape the organisational workforce strategy and plans.</p>
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	Workforce & Skills	Investing in staff skills and digital leadership across all services Ensuring that the Council has a joined up approach to workplace - designing technology, workspace, policy and practice to ensure that these come together cohesively to support maximisation of these opportunities.	Resourcing	Ongoing	Dawn Carter-McDonald Sandra Farquharson			<p>May 2026 - Updated and ongoing.</p> <p>The Council continues to provide training for all managers with home/office staff to help them gain the skills to effectively manage a hybrid workforce. This includes an On-line Learning Offer. Further training will be launched as part of transformation plans, such as the delivery of the Digital Strategy to support a more enhanced training offer. Some training will be mandatory.</p> <p>Staff Survey Data has been provided at Directorate and Dept level and support is being provided for Directors to shape action plans which will support and shape the organisational response and future workforce plans. The Agency Joint Venture Connect2Hackney, provides temporary workforce resources at reduced cost.</p>	
	Workforce & Skills	There are detailed HR procedures and processes to deal with all relevant areas (including problems/instability created by restructures) and these are carefully adhered to by teams involved. All communication is regular and carefully considered. Staff are well supported in adapting to new ways of working (whether from an IT or HR perspective).	Communication	Ongoing	Dawn Carter-McDonald Sandra Farquharson			<p>May 2026 - these controls are in place. Detailed guidance is available on the intranet. HR provides further advice and support to managers and staff, including restructures. A scheduled of policy reviews has been established to ensure monitoring and compliance is on going. A review of hybrid working will be part of transformation plans. Most teams work in the office for a minimum two days a week.</p>	
	Workforce & Skills	Ensuring that the Council's strategic plans reflect these opportunities. Also that internal communications effectively relay any developments and changes.	Governance	Ongoing	Dawn Carter-McDonald; Sandra Farquharson			<p>May 2026 - The People and OD Strategy reflects this, and is aligned with the workforce workstreams within the Transformation Programme.</p>	

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	May 2026
10/24	Information Assets	<p>The Council holds a wealth of information assets across its services. It is essential that these are managed in compliance with requirements such as the Data Protection Act, the NHS IG Toolkit and also the General Data Protection Regulation (which came into effect from May 2018). Failure to do this creates serious regulatory / legislative risks for the Council.</p> <p>It is also essential that the Council is able to use these information assets effectively to commission and deliver high quality services, reduce costs and work in partnership with other agencies and providers.</p>	Regulatory	Major (4)	Possible (3)	Medium	Naeem Ahmed Rehana Ramesh	<p>May 2026</p> <p>The Council continues to manage a vast array of information assets, balancing strict statutory compliance with the strategic need for data-driven service delivery. Our primary focus is aligned to the NIST Framework and remains on maintaining robust adherence with the Data Protection Act, UK GDPR, Data (Use and Access) Act, PSN ITHC and the NHS Data Security and Protection Toolkit (DSPT) to mitigate substantial regulatory, financial, and legislative risks.</p> <p>We are in the process of actively refining our Information Governance Framework. This approach will secure our data assets while enabling services to securely collaborate, reduce operational costs, and design high-quality, targeted interventions.</p> <p>Current activities center on continuous staff training, completion of data protection impact assessments (DPIAs), answering data compliance enquiries and responding to data subject's rights, including Subject Access Requests (SARs). Managing this risk effectively ensures the Council upholds public trust and avoids regulatory penalties while maximizing the value of our information assets.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner			
10/24	Information management	<p>Ensure effective information management policy and processes are in place so that the Council meets the requirements of the Data Protection Act / other legal and regulatory compliance arrangements.</p> <p>Ensure that the Council's information assets are managed robustly and used effectively to provide insight and to integrate Council and partner services, and deliver the maximum benefit to residents and businesses.</p> <p>This will be an ongoing activity (no fixed end date).</p>	Governance	Ongoing	Paul Golland; Council Officers	<p>May 2026</p> <p>The council continues to work to apply its information management policies and follow the requirements of the GDPR and other regulatory / partner requirements.</p> <p>With regards to Generative AI, a Draft AI Policy has been developed and guidance has been issued to all staff regarding GDPR regulations and that any sensitive or personal information should never be submitted to these tools unless they have been assured by the Council.</p>		
10/24	Third party information sharing	<p>Ensure that we can carry out business efficiently and seamlessly by having appropriate data sharing agreements in place.</p> <p>It will be critical to ensure that control requirements are assessed and the implications for Hackney users are clear and proportionate (eg. some third parties require controls that would excessively restrict the Council's use of systems and buildings etc, and these may be barriers to information sharing).</p> <p>This is an ongoing activity (no fixed end date).</p>	Project	Ongoing	Paul Golland; Council Officers	<p>May 2026</p> <p>Responsibility for appropriate information sharing is the responsibility of Information Asset Owners, supported by the Information Management Team who provide advice on the application of the relevant Council policies to services' information sharing arrangements.</p>		
10/24	Corporate governance of information assets	<p>Ensure that effective cross-Council governance is in place for management of information assets through the Information Governance Group (with senior level representation from all Council directorates and other key supporting service areas).</p>	Governance	Ongoing	Paul Golland; Council Officers	<p>May 2026</p> <p>The Council's Information Governance Group has been reconvened, following significant senior leadership change across the Council.</p> <p>CLT are receiving regular updates on progress across key areas of information management activity, in particular performance relating to Subject Access Requests and Freedom of Information requests.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Corporate (ICT / Business) Resilience.	<p>(Risk that) the Council does not have effective and up to date business continuity arrangements which are robust and tested to provide assurance of service continuity in the light of a major incident affecting its business. This could impact on service delivery throughout the organisation.</p> <p>There is also a risk that Business Continuity Plans across the Council's services do not accurately reflect the disaster recovery provision that is available. This could result in services not being able to invoke their continuity plans effectively due to incorrect assumptions.</p>	Regulatory	Catastrophic (5)	Possible (3)	High	Rickardo Hyatt; Naeem Ahmad	<p>May 2026 -</p> <p>BC Plans continue to be consistently reviewed, coordinated by the Council's Emergency Planning team. A corporate wide business continuity tabletop exercise was held in February 2025 that explored the councils ability to implement contingency arrangements to the complete loss of ICT system. Learning has been identified from this exercise to further strengthen Service level contingency arrangements to ensure the ability continue delivery 'offline'.</p> <p>The Council has plans for further exercising of its ICT recovery plans in 2026. BC / EP team also hosted 'Exercise Pegasus', a national Tier 1 pandemic exercise to test the UK's current preparedness for, capabilities, and arrangements to respond to a pandemic arising from a novel infectious disease, and assess progress in these areas since COVID-19. The final phase of this workshop was hosted on 5/11/2025.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner			

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Review of Business Continuity Plans across the Council's services.	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. 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.	Governance	Ongoing	Rickardo Hyatt James Groom			May 2026 No further specific update. The Council's business continuity arrangements are kept under regular review and reported to the Council's Business Continuity Management Group which meets quarterly. Also, the corporate review of Business Continuity Plans has been completed. A Council wide BC training programme commenced in Sept 2023 (and is still ongoing), with all Senior Managers across the organisation required to attend. This is a course with multiple modules.
	Corporate Resilience Group	A Corporate Resilience Group has been established and will take overall strategic lead reporting to CLT. However the specific ICT issues are still managed by ICT themselves.	Governance	Ongoing	Rickardo Hyatt Cross Council			From paragraph 1.1-1.2 of the CRF report: 1:1 The CRG oversees the development of all systems and processes for Emergency Planning, Business Continuity Pandemic Planning and Resilience within Hackney Council. 1:2 This group will also ensure that appropriate links are made to other stakeholders in relation to Emergency Planning and Resilience such as NHS, LFB, MPS, EA AND VCS. Regular meetings continue to occur (most recently in October 2025).
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Person suffers significant harm, injury or death	If risks are not adequately assessed and protected, a child, young person or adult could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures. Additionally, general members of the public or Hackney staff could suffer harm due to a lack of general health and safety measures being in place.	Regulatory	Catastrophic (5)	Possible (3)	High	Jacquie Burke	May 2026 – This remains a high impact risk, and controls are in place to manage this.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Local Safeguarding Children Board (LSCB) reviewed and operating as an effective multi-agency forum.	The City & Hackney Safeguarding Children Partnership (LSCP) has a remit to monitor safeguarding across all partner agencies, including the local authority.	Governance	Ongoing	Jacquie Burke Rory McCallum	May 2026 - A range of measures have been put in place to ensure the CHSCP is operating as an effective multi-agency forum. Independent chairing is in place, defined governance arrangements, regular attendance from partners at Executive and relevant sub / working groups and Hackney-specific self-assessment. CHSCP also maintains a risk register covering all key statutory requirements; these actions and progress are regularly reviewed through the CHSCP Executive and full CHSCP. The CHSCP have decided against appointing a partnership chair role (set out in Working Together to Safeguard Children 2023). CHSCP's arrangements remain with the Independent Safeguarding Children Commissioner (ISCC) continuing to facilitate and coordinate the meetings of DSPs – delivering independent leadership, scrutiny and advocacy. This decision was made because the partnership chair role wouldn't work effectively in Hackney and City's complex, dual-area situation. The CHSCP has defined this as an exceptional circumstance that justifies the divergence from statutory guidance. This decision does not weaken the partnership and allows all partners to continue to fulfil their duties.		
	Ensure staff have the necessary skills to ensure risk and need are properly assessed	The Directorate as a whole understands areas of high risk and works together to mitigate risk in relation to individual children by joint training and development and joint monitoring of practices across the services.	Governance	Ongoing	Jacquie Burke Diane Benjamin	May 2026 update: Individual case supervision between managers and allocated social workers is the mechanism that ensures that children are safe and plans for them are progressing in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports and these are also scrutinised at the regular Improving Outcomes for Children Board. In July 2024, the supervision policy was updated to include the need for reflective group supervision that will enable sharing of best practice and encourage collective problem-solving. This Workforce Development Strategy (2025-2028) outlines Hackney Children and Families Service's commitment to cultivating a highly skilled, diverse, and resilient workforce. It focuses on six interconnected strategic objectives: recruitment and retention, continuing professional development/ STAR practice, practice learning, well-being and voices of children and families.		
	Child Protection procedures in place	Children subject to Child Protection Plans and Looked After Children are visited in line with statutory guidance and care plans are monitored, updated and amended as appropriate. Children are to be seen alone.	Governance	Ongoing	Jacquie Burke Diane Benjamin	May 2026 update: Ongoing - monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Independent Reviewing Officers. There is also clear oversight of performance, including scrutiny and challenge of data reports, at the regular Improving Outcomes for Children Board. Managers use Qlik Sense to closely monitor performance in real time, ensuring practitioners adhere to practice standards and driving improvement in outcomes for children.		
	Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments.	Project	Ongoing	Jacquie Burke Diane Benjamin	May 2026 - All providers of proposed activities, including the local authority, are required to submit a written risk assessment which is scrutinised and approved / not approved by the service area. Where a risk assessment is not approved, the activity is not able to proceed. Minimum ratios of adults to young people are required. The local authority's physical assets are subject to regular health and safety testing, ensuring the safety and wellbeing of children and young people on the premises. These checks include annual certification of play structures, daily staff checks of play structures, annual fire evacuations and risk assessment, quarterly checks of fire extinguishers, weekly tests of fire alarms and annual portable appliance testing. Our externally commissioned providers are expected to demonstrate that they meet health and safety standards as part of their contract including systems and processes for conducting risk assessments of premises and activities. This is underpinned by a new Integrated Commissioning Service which works across children and families, education and public health and a new Integrated Commissioning Strategy is in place.		

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Implementing a robust safeguarding approach across adult services	The City & Hackney Safeguarding Adults Board's (CHSAB) role is to monitor safeguarding across all partner agencies, including the local authority and has regular meetings of the Board to ensure safeguarding across the partners is being managed effectively and that relevant intelligence is appropriately shared. The Safeguarding Adults Board with the input and support of Adult Services' Head of Safeguarding will continue to oversee the delivery of the recommendations of the Safeguarding Adults Reviews. This will include working with existing projects within the Integrated Commissioning programme such as the Neighbourhood Programme to ensure they support the delivery of these recommendations.	Communication	Ongoing	Georgina Diba			<p>May 2026 - ongoing.</p> <p>The City & Hackney Safeguarding Adults Board have continued to work together to embed the learning from SARs to help mitigate this risk further. This included delivery of SAR (Safeguarding Adult Review) learning sessions to multi-agency groups, including voluntary agencies. The Board has also carried out awareness raising activities to help prevent adult safeguarding such as an awareness campaign co-produced with service users to raise awareness of financial abuse.</p>
	Established H&S systems are in place	H&S reports are submitted by staff via the employee portal, this captures information about incidents and near misses to ensure that effective management action is taken and that steps are also made to minimise the likelihood of future problems.	Resourcing	Ongoing	Alex Ruddiman			<p>May 2026 - ongoing</p> <p>Although this control is well established it has not previously been included within the risk mitigation list. Reporting on incidents and near misses to senior managers and union representatives takes place on a regular basis to highlight patterns and learning opportunities. The reporting system tracks the outcomes and management responses to concerns that are identified to ensure that effective action is taken.</p>
	Building Safety Controls	Established a Hackney New Build standardised brief and building information/quality assurance systems. Incorporating Fire Safety Strategies and guidance issued by the central government. Clerk of Works employed as part of ongoing governance.	Governance	Ongoing	Diana Hall, Ken Rorrison			Utilising BIM (Building Information Modelling) as 'Golden Thread' of information from Regeneration through to Housing Services. Futureproof buildings: modifying mid-design or re-briefing early stage projects to meet requirements. Revise specifications: V5 spec included early Grenfell findings, V6 includes complete recommendations. Quality: Only brick facades, cladding issues generally avoided. Key stakeholder engagement including DLUHC and GLA.

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Non-compliance of schools and settings leading to serious safeguarding failure. (Also, children not in a registered school during school hours, particularly those attending unregistered schools and settings, those who are severely absent and those who are electively home educating and also have SEND or social care needs are at risk of achieving poorer outcomes than their peers.)	<p>A failure of safeguarding systems and processes, through a lack of coordination between partnership-wide services or professionals, could contribute to a serious safeguarding issue, which would impact negatively on Hackney Education's reputation. Additionally, the accessibility to the internet and social media opens children & young people to increased safeguarding risks, as well as risks of harmful cyber bullying, grooming, sexual abuse and exploitation. Schools need to be wise to these issues and implement appropriate training, programmes & strategies to mitigate risk and raise awareness amongst children & young people and their families. This should be approached as a whole school issue and embedded within the curriculum, supported by a suitably skilled and experienced member of school staff who can take lead responsibilities on this issue. This is an ongoing risk given HE's responsibilities; there is always a degree of uncertainty due to the nature of this risk, coupled with movements of individuals in and out of the Borough.</p> <p>Additionally, unregistered schools are neither known to, nor inspected by Ofsted, raising potential issues relating to the wellbeing and safeguarding of children and young people in the borough.</p>	Regulatory	Major (4)	Likely (4)	High	Jacque Burke	<p>May 2026 - Risk remains - risk title updated to shift the focus to the school's compliance with a proposal for shared ownership between School Improvement and Early Help, or for it to come under Governance Services.</p> <p>We mitigate the unregistered education settings (UESs) risk with robust reporting processes via scrutiny commission and an established hierarchy of internal escalation processes and meetings, delivered in partnership with CHSCP. This risk is held within the partnership and our messaging is consistent and clear.</p> <p>Children who are EHE or CME are prioritised via a multi agency triaging process, and we are confident that the new Children's Wellbeing and Schools Bill will bring about positive changes in the breadth of our remit in this area.</p> <p>In Hackney UESs are typically made up of Yeshivot and are attended by boys in the Charedi community. These settings are not schools and as such fall outside of the Ofsted regulatory framework and we cannot guarantee a minimum safeguarding or curriculum standard for these children,</p> <p>Despite the fact that HE holds no powers in regard to either registration or closure of UESs, there remains the perception that the Local Authority has not presented sufficient challenge to the status of such settings. There is a significant reputational risk to HE and the wider Council Two risks here were merged to create this risk, as both are connected - the safeguarding risk alongside the children in unregistered settings.</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
	Core Safeguarding training offered to schools, governing bodies & settings and support to DSLs	School governing bodies are responsible for ensuring that school staff have completed the relevant safeguarding training. The HE Wellbeing and Education Safeguarding Team provides training through a CPD package. We will provide advice, guidance and work in collaboration with the City and Hackney Safeguarding Partnership to: Remind schools and governing bodies of their statutory responsibilities to provide safeguarding training on regular basis; and Raise awareness of e-safety strategies, within the broader context of child protection/safeguarding - link to S11 audits Support Designated Safeguarding Leads (DSL), particularly newly appointed DSLs, in fulfilling their duties through the DSL forum and other support with specific education safeguarding issues.	Training	Ongoing	Jacque Burke Kate Cracknell	<p>May 2026: All controls continue as described HE supports all local partnership initiatives (such as VAWG 16 days of activism) to involve schools and acts as a link to strengthen schools' significant role as an active safeguarding partner. HE's MASH Education Officer is a well-regarded and valuable role in MASH that supports schools to take further action where required, and to manage appropriate risk safely and escalate at the right time.</p>

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Information sharing activities in place across partner agencies	HE is represented on local Safeguarding Boards at all levels, and work proactively across Children & Education Directorate by contributing to all safeguarding forums and initiatives, subject to capacity. The HE contributes to all reviews & multi-agency audits as required by the Safeguarding Board, and implements all actions. HE's membership of the Ofsted Preparation Group for Ofsted inspections provides the opportunity to establish and use linkages to share information. HE disseminates to schools briefings based on the findings of Serious Case Reviews. All published SCRs have been shared at Headteacher termly briefings, and with Schools and Settings after discussion and agreement with HE SLT.	Communication	Ongoing	Jacquie Burke Kate Cracknell			May 2026: HE co-produces and delivers local learning sessions based on recent Hackney practice reviews.
	Coordinating multi-agency responses, Hackney Education escalates any issues relating to the safeguarding of children or young people attending unregistered schools or settings.	HE is aware of unregistered schools and settings within the borough, we are escalating to the appropriate authorities Children and Social Care any issues of concern reported to them. HE co-ordinates multi-agency responses in regard to those settings that do not comply with Ofsted registration requirements.	Governance	Ongoing	Jacquie Burke Kate Cracknell			May 2026: All controls continue as described. The HE protocol response to newly identified UESs continues and is our locally agreed partnership response to mitigate risk as much as possible. In addition our UES working group has moved to sit within CHSCP to demonstrate this risk as one that is held and understood by CHSCP
	Continuing attempts at engagement with unregistered settings are made by Hackney Education to reduce the likelihood of pupils being put at risk.	In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue and the systems developed through the Out of School setting project which has now ceased, and the unregistered educational settings group.	Governance	Ongoing	Jacquie Burke Kate Cracknell			May 2026: As described continues, very early discussion is being had with the Yeshiva Liaison Committee around strengthening transparency of adequate safeguarding protocols being followed in all Yeshivot, led by CHSCP and Hackney Education. There is no tangible change to the risk.
	Ongoing dialogue between HE, DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out.	Currently, the roles and responsibilities of LAs, DfE and Ofsted are not clearly defined with regard to safeguarding duties.	Communication	Ongoing	Jacquie Burke Kate Cracknell			May 2026: This continues as described - new elected members and Hackney Education senior leaders are inducted into the challenge and risk in this area to ensure we maintain an active, relevant and up to date awareness across the council. UES protocol now subject to annual reviews and updates.
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Pressures on Temporary Accommodation	The demand on temporary accommodation (TA) for homeless households exceeds the supply of property suitable for use, and also causes a clear shortfall between the subsidy provided and the actual cost of meeting TA need. This could result in serious difficulties in providing an effective provision for the accommodation of vulnerable children and adults, and also impact adversely on available budgets, resulting in serious overspend. This all produces financial, reputational and legislative (in terms of abiding by the Homelessness Reduction Act) risks. The risk is currently heightened by high numbers of homeless singles with multiple, complex and high risk needs, and often a dual diagnosis with no suitable accommodation offer of housing with support.	Regulatory	Major (4)	Possible (3)	Medium	Rickardo Hyatt	<p>May 2026</p> <p>We are seeing a slight decrease in residents approaching as homeless and in need of temporary accommodation. However the continued shrinking of affordable private rented homes available as either settled accommodation or temporary accommodation due to landlords continuing to exit the rental market means the numbers in temporary accommodation are still increasing. This ongoing situation which is particularly acute in London, means that the cost of temporary accommodation is increasing rapidly. In 2025/26, the number of cases which the service was able to successfully prevent or relieve from homelessness increased by 15.6%, compared to the previous year, from 821 successful outcomes in 2024/25 to 949.</p> <p>Demand</p> <ul style="list-style-type: none"> - The amount of households approaching the Council as homeless decreased with 3851 for 2025/26, a decrease of 8% on last year, but a 55% increase since 2018. - At the end of March 2026 there were 3,767 households in temporary accommodation, which represents a 4% increase compared to March 2025, when the number was 3,630. - The number of new temporary accommodation placements is also continuing to decrease, with a 20% decrease on the year-to-date when compared to 2024/25 (1,140, compared to 1,435 in 2024/25) - The Council has 0 families that we have housed in bed and breakfast accommodation for more than 6 weeks. <p>There are a number of external factors that are driving demand for temporary accommodation, including households required to leave accommodation provided by the Home Office and the implementation of the Renters Rights Act (which has led to a spike in the number of S21 notices issued in advance of the 30th April deadline).</p> <p>Supply</p> <p>To enable us to prevent destitution the Council has had to increase the amount of nightly paid accommodation that it utilises for TA which is the costliest form of temporary accommodation.</p> <p>The cross council TA working group continues to pursue deals for more temporary accommodation. This includes acquisition schemes such as LAHF and CHAPS, use of capital funding to acquire or take on long-term leases good quality TA and work to move a number of TA hostels into the Hackney Housing Company to minimise Housing Benefit subsidy loss.</p> <p>Outcomes:</p> <p>The top four reasons for homelessness in the borough continue to be eviction from family and friends, end of a PRS tenancy, domestic abuse, and asked to leave a Home Office Hotel This is in line with the rest of London.</p> <p>TA Transformation Board</p> <p>London Local Authorities have made it very clear that we are now experiencing a temporary accommodation crisis as well as a housing crisis. The Council has set up a TA Transformation Board, which is pursuing a number of workstream:</p> <ul style="list-style-type: none"> - Reducing the cost of temporary accommodation by utilising the Councils Housing Companies more widely. - Increasing the amount of income charged and collected on temporary accommodation. - Increasing supply of temporary accommodation - Demand Modelling - Developing a model to forecast future demand for temporary accommodation by analysing the drivers of homelessness - Service Review - Evaluating the effectiveness of services in preventing homelessness, managing temporary accommodation costs, and providing move-on solutions
Date added	Control Title	Control Description	Control category	Status	Control Owner			
	Utilising all available accommodation	Utilise 100% of all regeneration voids as additional temporary accommodation reducing the need for costly nightly paid TA provision.	Governance	Ongoing	Alex Clarke	May 2026 - 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>May 2026 - 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"> - Resident willingness to move into the PRS - Number of staff available with the right tools, including finance, to support the individual and the landlord with a move - Availability of affordable privately rented accommodation 		
	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	May 2026 - The Benefits and Homeless Prevention Service is working with colleagues across London in the introduction of LAMA		

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	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>May 2026 - 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>The Council subsequently commissioned Campbell Tickell to:</p> <ul style="list-style-type: none"> - carry out a Supported Housing Needs Assessment to identify the need for supported housing from single homeless people and rough sleepers with complex needs accepted under a homelessness duty by Hackney - model the number of units and types of supported housing required to meet the gaps identified and carry out 5-year projection - provide an indication of the support costs for the supported housing required and any potential cost savings of increased supported housing provision - provide indicative resource model for the supported accommodation commissioning team. <p>As part of the implementation of the Supported Housing Regulatory Oversight Act, colleagues in the Housing Strategy Team are now developing Hackney's Supported Housing Strategy.</p>
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Setting up Council owned companies	<p>The Council has been setting up a number of (Council owned and controlled) companies for a variety of reasons - ranging from a need to explore commercial opportunities, to being a vehicle which can help to deliver the Mayor's housing objectives, or saving money and improving convenience for the residents of the borough.</p> <p>If the resources, governance, expertise and capacity needed to establish these functions is not satisfactorily in place, and/or the necessary legal due diligence is not done, these companies will not be fit for purpose and the Council may run the risk of severe financial and reputational impacts. It's also important that any board members from the Council fully understand all aspects of their roles.</p>	Regulatory	Major (4)	Possible (3)	Medium	<p>Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt; Deirdre Worrell</p>	<p>May 2026 -</p> <p>The ways in which a Council can invest in or establish a company can vary depending on the type of delivery vehicle it seeks to set up. For the purposes of clarity, this risk covers the governance arrangements for Council Owned and Controlled Companies. This is where a company limited by shares is incorporated with the Council as the sole shareholder. Examples would include: Hackney Housing Company Ltd - encompassing PRS and HLR and fully operating since 2019. (there are also a couple of other additional companies related to Housing).</p> <p>Hackney Light and Power (HLP) was launched at the beginning of November 2019, promising some considerable future benefits for the Borough. HLP is an energy services arm of the Council which is still looking at options for operating as a separate entity. This is not currently a company.</p> <p>An area of concern relates to some PIRs (Public Interest Reports) that have been published within the last few years, specifically relating to Council owned companies / subsidiaries (at Nottingham, Croydon and Northampton). In each instance the Council has suffered severe losses due to poor decision making, a frequent lack of governance and a near complete lack of approved business cases. With public money clearly being lost here, the PIRs highlighted a regular lack of visible scrutiny and challenge - and these clearly serve as examples to avoid for Councils pursuing this course of action. The lessons learnt stress the importance of clear roles (and that those undertaking these roles fully understand them), scrutiny, challenges, business cases and overall decision making.</p> <p>Further commentary from professional service firms on this have suggested the quality of risk assessment and risk management arrangements when investing in commercial activities has often been poor at some councils. Sometimes the desire for them to be a success has overshadowed an appreciation of risk management, with large amounts borrowed to invest in companies, yet lacking the level of risk oversight one would expect to see at equivalent commercial investment management companies. Analysis suggested some councils chose to continue funding companies rather than face the reputational damage of winding up a loss making company. The importance of independent, high quality and impartial investment advice was stressed. Oversight and proper governance will always be essential here. An internal audit has been scheduled for 2026/27 to have an in depth look at this area</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Setting up Council owned companies	<p>All companies are developed in accordance with prescribed procedures which will ensure that the resources, expertise and capacity needed to establish these functions is in place, and the necessary legal due diligence is done, with appropriate support provided by relevant Senior Officers, and where necessary, external parties. At Hackney there is:</p> <ul style="list-style-type: none"> - Strong emphasis on the role of statutory officers, including regular meetings of Chief Finance Officer and Monitoring Officer with Mayor on governance matters. - Revised Code of Conduct for Councillors in 2022, based on LGA Model Code. - A Code of Corporate Governance, Financial Management Code and Alternative Service Delivery Vehicle (ASDV) Framework exist to evidence the Council's approach to governance, finance and the establishment of ASDVs. - Companies report to Cabinet as shareholder annually with a business plan and accounts, with Chief Finance Officer acting as "intelligent shareholder" 	Governance	Ongoing	<p>Dawn Carter-McDonald; Naeem Ahmed; Jacquie Burke; Rickardo Hyatt Deirdre Worrell</p>	<p>May 2026 -</p> <p>A guidance note on Alternative Service Delivery Vehicles was agreed by CLT for use when such vehicles are under consideration. This sits alongside a guidance note prepared by the Legal Service on Directors' Responsibilities.</p> <p>A protocol on the Governance of Council Interests in Companies has been developed for inclusion in the Council's Constitution. The revised edition of the Constitution was adopted by Full Council in July 2023 and came into force on 4/9/23. This Protocol will ensure:</p> <p>New or significant changes in the operations of a company must be agreed by Cabinet. This is in accord with the Mayor's Scheme of Delegation dated January 2017 which states that, "...the Council's representation on ...companies...where the representation relates to an executive responsibility or function" shall be undertaken by the Mayor and Cabinet."</p> <p>Cabinet (in its capacity as representing the Council as shareholder) will receive, on an annual basis, a report from each local authority company for financial reporting and reporting as against the business plan. This enables Cabinet to maintain its oversight, ensure the Council is seeing a return on its investments where appropriate and ensure that there is transparency for the public.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
1 Dec 25	Climate programme delivery & governance	Failure to meet commitments to address the climate and ecological emergency and non-delivery of Climate Action and Implementation Plans, stemming from insufficient resources, limited staff or funding, unclear governance, competing priorities, capacity constraints, or lack of awareness and engagement. This will make achieving positive change challenging, leading to missed targets, reputational damage, and negatively contributing to the climate and ecological crisis locally and globally. There is also the potential of unreliable data to measure emissions or track progress, leading to poor decisions or weak evidence of success. This could impact on overall delivery as well as reputation.	Strategic	Major (4)	Possible (3)	High	Rickardo Hyatt, Geeta Subramaniam-Mooney, Sam Kirk	May 2026- this is a reframing of the Climate Emergency risk which has been on the Corporate register for the last 7 years (and will remain so).
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
1 Dec 25	Programme governance established through the Climate Programme Board (and officer tiers below)	Climate Programme Board in place with senior ownership. Named leads and milestones for each action. Annual progress reports. Climate actions built into service plans and staff objectives. Use the Local Partnerships Climate Adaptation & Risk Tool to check our coverage and update risks.	Governance	Ongoing	Sam Kirk	Climate Programme Board (CPB) established with Terms of Reference and meets bi-monthly. Annual decarbonisation report presented at Full Council, and that along with summary available online. A Council Climate Implementation Plan has been developed, to ensure there is a focus, and this is tracked and monitored through Climate Programme Officers Group (CPOG), and facilitated through the Climate Programme Team. Further, the Green Infrastructure Strategy and Local Nature Recover Plan have also been approved, and governance arrangements being established. Also, external partnership arrangements are being tested, along with ongoing work with stakeholders and communities relating to individual themes in the Climate Action Plan. Green Infrastructure Task Force established, with a Biodiversity Officer Group sitting below. Annual progress report submitted to Full Council in Sept 2025. May 2026 - Commissioning work to undertake climate risk and vulnerability assessment. Climate Implementation Plan developed for the next year of delivery with areas of work mapped out until end of current Climate Action Plan (2030).		
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	May 2026 - Climate dashboard has been progressed for 4 CAP themes and involves elements of both borough-wide territorial emissions as well as specific in scope Council territorial emissions. Hackney borough-wide consumption emissions are also tracked. Datasets to enable tracking of specific goals within the CAP are being assessed to complement existing reporting.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Reduction of the use of residential placements	The main areas of pressure for Children and Family Services continue to be on looked-after children (LAC) and leaving care (LC) care arrangements costs. This is largely driven by a change in the profile of care arrangements linked to the complexity of care for children coming into the service with an increase in the number of children needing high cost bespoke packages. In addition the costs are increasing in residential care and semi-independent care arrangements due to care providers being faced with the challenges of rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council.	Regulatory	Major (4)	Likely (4)	High	Jacque Burke	May 2026 Update: One of the main risks for the directorate is the cost of living crisis and its potential impact on future service delivery costs. It is difficult to estimate the future impact the cost of living crisis will have across services, however we are already seeing care providers seek greater inflationary uplifts to care placements than previously.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	Reduction of the use of residential placements	Management actions have been identified and these are factored into the forecast when delivered. These include reductions in the number of high cost placements and a Panel process to review the top 30 high cost care arrangements. Also a Foster First approach which means all children under the age of 16 are to be offered a foster placement as a first option.	Governance	Ongoing	Jacque Burke Diane Benjamin			<p>May 2026 Update: Hackney saw an increase in residential care arrangements starting in 2015, which added considerable budget pressures with an average annual unit cost of circa £370k.</p> <p>Recently, reductions in the number of the most high-cost packages have driven the predicted service underspend in 2025/26. However, the budget is susceptible to considerable in-year variation because it is demand-led i.e. one or two new children with particularly complex needs requiring a very high cost provision can significantly increase the projected spend within a short timeframe. Holiday periods, where relational tensions can see higher numbers of family and care arrangement breakdowns, coupled with limited availability of new arrangements, can add to budget pressures. The Group Director of Finance & Corporate Resources has recognised the growing budget pressures related to care arrangements over time: since 2020, the placement budget has received growth of circa £17.4m, which has enabled the service to deliver within budget this financial year.</p> <p>The number of Children Looked After (CLA) declined from a peak of 470 in November 2020 to March 2025. Since then, these numbers have plateaued and stand at 356 as of February 2026. These figures are now in line with statistical neighbours and below national averages.</p> <p>Seventy percent of our children in care live in foster homes and 46% of these live with in-house foster carers.</p> <p>There are 3 Hackney Villages constellations of linked foster families which promote the stability of foster care arrangements through enabling the development of supportive links between communities of six to ten 'satellite' families to form a constellation. Strong relationships with others in their constellation help individual foster families overcome problems before they escalate or lead to breakdown, which can result in a need for a residential care arrangement.</p> <p>In 2024/25, 72% of our children who had been in care for at least 2.5 years had been in their current homes for more than 2 years. For 2025/26 (year to date) 78% of our children who had been in care for at least 2.5 years had been in their current homes for more than 2 years. The proportion of children who experienced two or more moves in the year was 13% in 2024/25 and is 10% so far for 2025/26.</p> <p>In April 2025 we launched our Kinship Strategy and Kinship Local Offer, which outlines the support available to all our kinship carers, including special guardians, connected carers and private foster carers.</p> <p>In January 2026, we published our Corporate Parenting Sufficiency Strategy for 2026 - 28 which sets out how Hackney intends to meet the accommodation needs of current and future Children Looked After and Care Leavers. The core elements of Hackney's Sufficiency Strategy are:</p> <ul style="list-style-type: none"> - Develop our own children's homes; - Progress our transformation projects; - Continue the promotion of a fostering first approach and grow our internal foster carer capacity; - Strengthen our commissioning and quality assurance through introducing a new centralised Children and Education brokerage function; - Continue to invest in regional collaboration; - Develop a Corporate Parenting Commissioning Plan setting out activities to strengthen our offer. <p>We are moving closer to opening two new, small children's homes in the borough, using existing Council assets. We will commission a partner provider to help us run the new homes, which are scheduled to open at the end of 2026.</p> <p>We are currently working with IMPOWER and the Council's central transformation team on two projects focused on ensuring all looked after children are in the most appropriately matched care arrangement (and achieving value for money in these), plus increasing the recruitment, retention and utilisation of our in-house foster carers. Both projects have significant cost avoidance targets attached, but if successful, they will also help us deliver better outcomes for our children in care.</p>

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Adult Social Care Budgets	<p>That the existing budget and resources are not sufficient to meet demand. This poses clear financial and reputational risks, as well as poor service user outcomes and experiences.</p> <p>Demographic pressures (and lack of in-Borough provision) are causing an increased demand on budget.</p> <p>The cost of living is contributing to increased rates across the market and a reduction in the ability of individuals to contribute towards care.</p> <p>Pressure on the provider market and social care workforce may mean insufficient resources to meet demand.</p> <p>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>	Regulatory	Major (4)	Likely (4)	High	Jacque Burke	<p>Updated May 2026</p> <ul style="list-style-type: none"> - 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). - Unit costs of providing care are also rising, alongside commitment to LLW, with impact from cost of living. - Payment processes were severely impacted by the cyber attack - we were unable to complete financial assessments for new service users for ~18 months, resulting in a significant loss of care-charging income. Challenges now exist in claiming back this income, with learning to be implemented on how we equitably charge and create a simplified process for care charging. Savings target set for 2026/27 related to light touch financial assessments and care charging changes agreed at Cabinet in 2025. - 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. - These risks continue to be monitored and reported through the monthly OFP report and through monthly updates at ASC SLT, AH&I DLT, as well as Council Budget Meetings as appropriate. A transformation programme exists to contribute towards the costs associated with the current demand against budget envelope, as well as an ask of system partners to contribute to demand and impact of health inequalities in the community.

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
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Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Last Note
	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			May 2026 - This is ongoing.
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Council property repairs	<p>Council repair services fail to reach expected standards, with difficulties for tenants / leaseholders in effectively reporting their problems, and then long waits for satisfactory fixes to actually occur.</p> <p>The risk remains not meeting the expectation of tenants / leaseholders and not providing the service which residents feel they are entitled to.</p> <p>Additionally, in the aftermath the Housing Ombudsman's (paragraph 49) report, there are reputational risks regarding the Council's ability to effectively address all recommendations and reach the required standards.</p>	Strategic	Major (4)	Possible (3)	Medium	Rickardo Hyatt	<p>May 2026 The paragraph 49 investigation report from the Housing Ombudsman was published on May 22nd 2025 and the Council immediately acknowledged the assessment's finding that tenants have not received the service they should be receiving from the Council. The former 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. The Housing Ombudsman has now ended their monitoring period and are satisfied with the progress the Council has made against our Housing Improvement plan and recommendations from the P49 Investigation outcome.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Q1 Update		
	Housing Repairs Improvement Board	<p>The establishment of the Housing Repairs Improvement Board to oversee the reduction of the backlog of outstanding repairs and improvement of the repairs service experienced by tenants and leaseholders from the point of contact with the Council to the completion of the repair.</p> <p>The Board will:</p> <ul style="list-style-type: none"> To ensure culture change and accountability within the service to provide high quality services that meets residents expectations To receive regular progress reports on outstanding responsive repairs cases that are overdue and review corrective action where necessary To approve the tenants service plan that sets out how the customer journey will be improved To receive progress reports on the performance of the customer contact centre (housing) To review customer complaints in connection with the repairs service To identify appropriate measures to be taken in the event of failure to deliver against key actions and targets Establish a task and finish group to review the councils approach to dealing with damp, mould and leaks To receive key performance information for repairs from the TMO's 	Governance	Ongoing	Kain Roach	<p>December 2025 New contracts are now fully mobilised. 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. 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 the demobilisation phase on the Purdy contract due to inability on their part to fulfil the terms.</p> <p>May 2026- Ongoing. Overdue repairs decreased by 77% since self referral to RSH and transactional customer satisfaction is above the 75% target at 85%. There is an identified risk of over-reliance of the contractors on contract 1 due to a delay in procurement of the support contractors mainly communal works, legal disrepair and roofing/ scaffolding. They have resourced to meet demand however this has increased the projected spend which is also compounded by the demand on the repairs service. There has been a new Head of Procurement employed within property services who is leading on accelerating procurement.</p>		
	Targeted Funding	<p>An extra £1m has been 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.</p>	Resourcing	Ongoing	Kain Roach	<p>May 2026 We have maintained the grown of the DLO whilst also procuring back up contractors to maintain the high volumes in demand which continues.</p>		

Corporate Risk Register (June 2026)

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating Risk owner	Last Note
	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"> • response to regulation • workforce development • resident focus • systems and data 	Resourcing	Ongoing	Kain Roach	<p>May 2026 - 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"> Treating people fairly and with respect Being easy to do business with Keeping our promises Keeping people safe 	
	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	Tom Harrison		<p>December 2025 - 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> <p>May 2026 - During delivery for phase 1 it became apparent that the team assigned to the project, agreed with the supplier, was in fact too small which has led to delays in the progress of phase 1, which is now expected to go live in September / October, rather than April / May. Additional staff with experience of the specific system have now been hired onto the team, with further recruitment to follow. A reworking of the structure of the programme has enabled us to do more work in parallel so the overall timeline for delivery of the entire project is unchanged. Work has begun on the Repairs functionality as scheduled.</p>