





DETAILED CORPORATE RISK REGISTER

Item 3

Corporate Risk Register for:	2022/23 - Quarters 2 and 3 (1st July to 31st December 2022)	Previous Review:	12th September 2022
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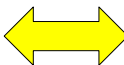
Risk No.	Risk Description (including Cause & Consequence)			Risk Mitigation												
				Actions Taken to Date	Further Action Required											
1	<p><u>Risk:</u> <i>Heathrow Airport Expansion</i> - The risk of Heathrow Airport (HA) being granted permission to expand.</p> <p><u>Cause:</u> The Government has now indicated their preference for aviation expansion in the south east to be delivered by a Northwest Runway at Heathrow. This preference has been taken forward via the publication of a National Policy Statement (NPS). The NPS has now been adopted and puts in place the principle to expand Heathrow.</p> <p><u>Consequence:</u></p> <ol style="list-style-type: none"> 1. Deterioration of environmental quality around Heathrow Airport (HA). 2. Negative impact on the quality of life for Hillingdon residents, including the demolition of a substantial number of housing and community facilities. 3. Potential negative impact on the value of Hillingdon residents' homes. 4. Potential impact on businesses in the surrounding area. 	<table border="1"> <tr> <th style="background-color: #006633; color: white;">Officer Lead</th> <th style="background-color: #006633; color: white;">Cabinet Lead</th> </tr> <tr> <td>Perry Scott</td> <td>Cllr. I. Edwards (Leader)</td> </tr> <tr> <th style="background-color: #006633; color: white;">Risk Rating</th> <th style="background-color: #006633; color: white;">Direction of Travel</th> </tr> <tr> <td align="center" style="background-color: #FFC000;">E1</td> <td align="center"> Static  </td> </tr> <tr> <th colspan="2" style="background-color: #006633; color: white;">Risk Appetite Statement</th> </tr> <tr> <td colspan="2">The Council vehemently opposes the Heathrow Airport expansion and is committed to supporting the needs of our residents and the protection of our borough. Any initiatives to expand Heathrow will be challenged.</td> </tr> </table>	Officer Lead	Cabinet Lead	Perry Scott	Cllr. I. Edwards (Leader)	Risk Rating	Direction of Travel	E1	Static 	Risk Appetite Statement		The Council vehemently opposes the Heathrow Airport expansion and is committed to supporting the needs of our residents and the protection of our borough. Any initiatives to expand Heathrow will be challenged.		<ol style="list-style-type: none"> 1. LBH continues to monitor air quality in the vicinity of Heathrow Airport. 2. Outcome of Judicial Review received 1st May 2019. LBH subsequently applied for Permission to Appeal which was granted permission by the Court of Appeal. 3. The legal case was submitted on the grounds of Noise, Strategic Environment Assessment (SEA) and Climate Change. 4. Current activity undertaken in relation to any ongoing or potential legal challenges will not be included in this risk entry. 	<ol style="list-style-type: none"> 1. Any further action required in relation to any ongoing or potential legal challenges will not be included in this risk entry.
Officer Lead	Cabinet Lead															
Perry Scott	Cllr. I. Edwards (Leader)															
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2	<p>Risk: Meeting Housing Needs - The risk of not meeting housing needs in LBH.</p> <p>Cause: This risk arises from the challenging, buoyant housing market and a decreased supply of affordable housing (temporary/permanent) in the borough. This is coupled with the Welfare Reforms (including Benefits caps, Universal Credit and Homelessness Prevention) along with the need to ensure private sector housing meet requirements, increasing demand. There has been a significant increase in asylum placements in Hillingdon which includes Home Office hotel use, Afghan resettlement and Ukrainian households.</p> <p>Consequence:</p> <ol style="list-style-type: none"> Inadequate housing can lead to a detrimental impact on the health, wellbeing, and educational attainment of residents. It can also increase poverty and have a negative impact on the safety of households. Lack of affordable housing puts significant pressure on the Council's finances. There is a potential reputational risk for the Council in relation to the homelessness of residents and/or of the Council failing to meet its statutory responsibilities in this area. 	<p>Officer Lead</p> <p align="center">Mark Billings</p>	<p>Cabinet Lead</p> <p align="center">Cllr. E. Lavery</p>	<p>1. Delivery of affordable housing using LBH resources continues to be considered.</p> <p>2. The Council is implementing a programme of buying back former 'Right to Buy' (RTB) properties and new developments.</p> <p>3. Housing Association stock is used where possible to generate housing options.</p> <p>4. Management scrutiny for prevention cases, providing a tenancy for high needs places.</p> <p>5. Successful bids for grant funding to tackle rough sleeping achieved.</p> <p>6. Working with Procurement to implement a dynamic purchasing framework for Temporary Accommodation properties which requires landlords to comply with required standards. Cabinet approved (Oct'2021).</p> <p>7. Households in temporary accommodation prioritised for move on reviewed.</p> <p>8. As part of the Council's transformation programme we are implementing additional measures to help reduce demand on services. This includes providing more intensive advice and signposting at an earlier stage.</p> <p>9. Homelessness Strategy with refreshed Delivery Plan for 2022/23 approved.</p> <p>10. An Audit regarding the domestic violence homelessness process commenced in May 2022.</p> <p>11. A commissioning plan was approved and published in May 2022.</p>	<p><i>The risk rating has changed from 'B1' to 'A12' due to the significant increase in demand, homeless applications and associated needs for provide emergency accommodation. This is also linked to a reduction of Move On accommodation in the Private Rented Sector due to increase in Private Sector rents that are unaffordable for homeless households. The cause has been updated to reflect the increase in asylum placements in Hillingdon which includes Home Office hotel use, Afghan resettlement and Ukrainian households.</i></p> <ol style="list-style-type: none"> Ongoing development of a range of options for procurement of temporary accommodation and private sector lettings to prevent or discharge homelessness. To minimise the loss of properties for use to prevent homelessness, landlords are being contacted to secure their property for use under new temporary accommodation schemes or for conversion to an assured short hold tenancy. Continue to proactively identify homelessness cases to identify alternative housing options for households. Options to move on rough sleepers to settled accommodation are being progressed. Scoping emerging risk of the requirement to accommodate asylum, Ukraine and Afghan rehousing.
		<p>Risk Rating</p> <p align="center">A1</p>	<p>Direction of Travel</p> <p align="center">Deteriorating</p> <p align="center"></p>		
		<p>Risk Appetite Statement</p> <p>The Council is committed to being fully compliant with Housing regulations and local Policies. The Council has a zero-tolerance risk appetite towards deliberate or accidental violations of regulatory requirements.</p>			

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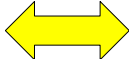
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			Actions Taken to Date	Further Action Required
3	<p>Risk: <i>Asylum / Unaccompanied Minors / Trafficked Children & Young People</i></p> <p>Meeting the increasing demands in the borough of Asylum / Trafficked Children & Young People on Council services due to financial pressures coupled with changes to primary legislation which places a duty on the Local Authority to support Care leavers until the age of 25.</p> <p>Cause: The risk arises because as a port authority we are responsible for UASC arriving in the country via Heathrow. This is coupled with the impact of the National Dispersal Scheme that was for a long time not mandatory for the Local Authorities and Government action to accommodate asylum seekers arriving on the South Coast in Hillingdon Hotels due to the lack of housing and provisions created by the Covid-19 pandemic and the detention centre in Borough to disperse asylum seekers (pending the commission of flights) to Rwanda.</p> <p>Consequence:</p> <ol style="list-style-type: none"> Negative financial impact on the Council's budget due to shortfall in grant funding received. Increased challenge with regard to capacity to meet needs of this cohort. Increased risk of reputational damage when trying to balance the need to provide statutory services vs. Delivery within a finite budget. 	Officer Lead	Cabinet Lead	<ol style="list-style-type: none"> Ongoing monitoring of trends which have been modelled over the MTFF cycle. Budget monitoring has oversight of additional placements and looks at the application of appropriate grant funding. Revised NTS went live in July 2021 and became mandatory in December 2021. Escalation to Home Office re impact on services across Hillingdon and request to prevent placements in Hillingdon hotels. Temporary Asylum team in place since Jan'2022 to manage demand. Bid for exceptional funding from Home Office (£1.9m) was not approved and met with the Home Office in June'22 to discuss. Grant 2 Age Assessors (from the Home Office to complete 8 age assessments). Establishment of an exceptional Hillingdon Access to Resources Panel (HARP) panel to review UASC weekly utilised in Jan'22. Allocation of a dedicated legal resource. Discussion with Home Office regarding the way in which the NTS referrals are submitted and received to ensure all LBH's new arrivals are referred to NTS promptly was held. Revised proforma re dispersals agreed. Developed a tool to engage with new arrivals regarding the NTS to outline guidance, parameters and managing expectations. Age disputed asylum seekers are accommodated prior and during assessment. One of the contingency hotels has been transformed into an assessment and intake hotel.
		Julie Kelly	Cllr. J. Palmer	
		Risk Rating	Direction of Travel	
		B3	Static 	
Risk Appetite Statement		<p>The Council is committed to helping vulnerable young people, within the confines of our statutory duties and budget responsibilities.</p>		

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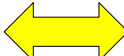
Risk No.	Risk Description (including Cause & Consequence)		Risk Mitigation		
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4	<p>Risk: <i>Litigation Claims</i> - The risk of litigation claims against the Council that are handled by Insurers.</p> <p>Cause: This risk arises from the high number and large value of a broad type of insurance claims.</p> <p>Consequence: 1. Potentially there are significant financial implications, including costs of defending claims and of meeting any awards made against the Council. 2. Potential reputational damage arising from negative media/press reports. 3. Potential negative impact on Council service delivery.</p>	Officer Lead	Cabinet Lead	<p>1. Strong relationships and agreements are in place with Solicitors to ensure they advise us of sensitive and relevant issues. Where the Council is unable to defend claims the Solicitors will seek to settle claims without an admission of liability.</p> <p>2. Upon receipt of high profile/ high value claims Corporate Directors/ senior managers are notified to immediately. Incidents which have potential to become claims are being raised with the Insurance Team by managers.</p> <p>3. Equal Pay Employment Tribunal claims are monitored by the Head of HR.</p> <p>4. The Insurance Team are in the process of improving the management info reports from the LACH system and case throughput information from our claims handler.</p> <p>5. Trend analysis has been undertaken and incorporated into the monthly insurance position to strengthen and aid strategic decision making.</p> <p>6. The Insurance Team deals with all complex claims, liaising with relevant services, insurers, and solicitors to provide a robust defence where possible in order to minimise financial loss to the Council.</p> <p>7. Insurance dashboards for Corporate Directors, are produced on a quarterly basis.</p> <p>8. Monthly updates regarding litigated, high cost and high-profile claims are provided to Corporate Directors on a monthly basis.</p>	<p><i>This risk has been retired, deescalated to the Finance Directorate Risk Register and risk rating reducing from 'B3' to 'D3' due to the projected reserve of litigated claims expected to materialise in the medium term.</i></p> <p>1. Ongoing monitoring by the Insurance Team of the number of claims and their value, to identify and assess any emerging patterns to help prompt appropriate action i.e. preventative action, raise awareness across the Council, etc. The likelihood of historical abuse claims continues to increase slightly in light of the continued publicity of such claims. Continued monitoring of this position by the Insurance team is required.</p> <p>2. The Insurance Team will continue to try and raise awareness with service managers of the importance of adhering to the Council's relevant insurance policies, particularly in relation to Health & Safety.</p> <p>3. Continued development and refinement of the management info reports. This will help inform operational and strategic decision making in relation to the Council's insurance coverage and appetite to risk in this area.</p> <p>4. The Insurance Team to continue to create Dashboards for Corporate Directors, providing details of current litigation claims.</p>
		Stephanie Rao	Cllr. M. Goddard		
		Risk Rating	Direction of Travel		
		D3	Retired		
	<p align="center">Risk Appetite Statement</p> <p>The Council is committed to keeping litigation claims at a minimum, where it is able to. The regular monitoring, trend analysis reports, training and building relationships across Council services help reduce and manage claims more effectively. This helps minimise the burden of litigation to the Council.</p>				


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5	<p>Risk: <i>Ability to Deliver a Balanced Budget in the Medium Term</i> - The risk of the Council being unable to deliver a balanced budget in the medium term.</p> <p>Cause: This risk arises from the significant reductions in funding from Central Government whilst at the same time increasing the burden on LAs. This is against a backdrop of increasing expectations from Residents of the Council and its services and more recently the impact of Covid-19, the high inflation rate and the war in Ukraine.</p> <p>Consequence:</p> <ol style="list-style-type: none"> Potential that the Council will be unable to meet its statutory obligation to set and operate within a balanced budget. Moving forward more increased transformation savings targets will need to be achieved. Further drawdowns from the Council's financial balances/reserves may need to be considered as one offs. 	Officer Lead	Cabinet Lead	<ol style="list-style-type: none"> Governance arrangements for the Council's Business Transformation Programme have been agreed by the Leader of the Council. Business Transformation projects are now captured in one place to help ensure they are all closely aligned to the MTFF. The 21/22 outturn position shows a net in-year underspend of £618k and is reported against General Fund revenue budget normal activities as of March 2022 (Month 12). As a result, unallocated reserves total £26,719k at 31 March 2022. COVID-19 pressures for the 2021/22 financial year total £19,675k at Month 12, COVID-19 pressures have been funded through Government grants with capacity remaining to fund pressures. Total savings for 2021/22 were £10.416. At outturn £7,717 had successfully been banked, with the balance expected to be delivered in full in future years and therefore not adversely impact upon future iterations of the Council's MTFF. The financial risk in relation to the impacts of Covid-19 is tracked monthly and includes reporting to central government an analysis of costs incurred and loss of revenue. The budget for 2022/23 has been set with £13,346k of savings being required to be delivered which includes savings carried forward from 2021/22. Consultation 2023/24 budget presented to Cabinet in December 2022. Drawn down on reserves in year in response to the economic conditions.
Andy Evans		Cllr. M. Goddard		
Risk Rating		Direction of Travel		
C1		Static 		
		Risk Appetite Statement		
		The Council is committed to delivering a balanced budget. We constantly challenge all areas across the Council to find efficiencies, make savings and put forward ideas on how savings targets can be achieved.		

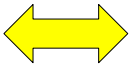
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6	<p>Risk:</p> <p>Financial Resilience of Contracts - The risk of external suppliers and providers, which the Council contracts with, failing to deliver the required level of service due to financial difficulties and/or going out of business.</p> <p>Cause:</p> <p>This risk arises from the delicate state of the economy which leaves many of LBH's external providers having to operate in an increasingly challenging economic climate stemming from Brexit and Covid-19, high inflation rate but further accentuated by the war in Ukraine.</p> <p>Consequence:</p> <p>1. Potential inability of suppliers to continue contracted levels of service delivery.</p> <p>2. Council could fail to deliver in some of its statutory duties either through a reduction of service by an external provider or complete failure to operate.</p>	Officer Lead	Cabinet Lead	<p>1. Updated supplier risk protocols are in place with financial evaluation embedded within standard tender documents and Member Reports which ensure due consideration is provided to suppliers' financial risk. These are now contained within the Financial Health Guidance and Procedure Notes.</p> <p>2. The Council has moved from Equifax to D&B for supplier financial health checks. This includes a dynamic database to ensure any changes to supplier health are flagged automatically through the D&B system.</p> <p>3. The MTFE has allocated significant sums through inflation to deal with pressures experienced by social care providers. The Council believes it has sufficient balances and reserves to cover the impact of any significant contract or supplier failure.</p> <p>4. Detailed conversations with specific supplier concerning their financial situation take place where required. There are open book arrangements in place which look at justifying cost changes.</p> <p>5. Procurement have rolled out training sessions in May and June 2022 to raise awareness with managers regarding the impacts and necessary adjustments to contracts in their role as contracts managers due to inflation.</p>	<p>1. More training and guidance is required for Contract Managers / Service Manager across the Council, so they understand the role and responsibilities of contract managers in tracking supplier financial resilience. This will also allow clarity on the roles of Procurement and Finance in monitoring suppliers financial health.</p> <p>2. Agreement will be in two elements of recurrent uplift and 2nd 'one off' uplift.</p>
		Andy Evans	Cllr. M. Goddard		
		Risk Rating	Direction of Travel		
		C2	<p>Static</p> 		
Risk Appetite Statement		<p>This is a significant financial risk which the Council has to manage in order to provide services to our residents. We continue to look at our options in the market and review our operating model, focusing on what we pay and what we have to pay.</p>			

Risk No.	Risk Description (including Cause & Consequence)		Risk Mitigation		
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7	<p>Risk: <i>School Places</i> – The risk of not meeting the demands for school places.</p> <p>Cause: This risk arises from the Council’s statutory responsibility to ensure that every child in the borough has a school place within a reasonable distance from their home.</p> <p>Consequence: 1. The Council would be in breach of its statutory duty to ensure sufficient school places are secured. 2. Potentially significant financial pressures for the Council, mainly capital expenditure.</p>	Officer Lead	Cabinet Lead	<p>1. Overall, the latest school places analysis indicates demand for primary places is reducing with some pockets of pressure related to new residential development. At this stage officers are keeping under review the position on primary school places</p> <p>2. For the secondary sector officers are reviewing the need for additional school places and all options are being considered.</p> <p>3. Briefings to Members delivered.</p> <p>4. Needs assessment in relation to Special Educational Needs and Disability (SEND) school places is being refreshed.</p> <p>5. Plans are being refreshed for the new School Places Plan for the Borough.</p>	<p><i>The title of this risk has been changed to School Places to reflect the statutory duty and risk of sufficiency.</i></p> <p><i>The risk rating has changed from ‘D2’ to ‘C1’ due to demand for places for the complex SEN cohort.</i></p> <p>1. Officers are undertaking a review of demand for all types of school places, covering special educational needs, primary and secondary phases, and the need for alternative education provision for children not able to attend mainstream school.</p> <p>2. Present options to members for managing the provision of primary school places.</p> <p>3. Utilise information from the SCAP return to inform the school places planning forecast.</p> <p>4. Reviews of alternative provisions and school exclusions are currently underway.</p> <p>5. Tracking and monitoring of activity / progression of the SEND Places workstream in the DSG Recovery Plan.</p> <p>6. Consultations underway re: possible PAN reductions to take effect September 2024 for 3 Primary schools within the LA.</p>
		Vikram Hansrani	Cllr. O’Brien		
		Risk Rating	Direction of Travel		
		C1	Deteriorating 		
Risk Appetite Statement		The Council is committed to being fully compliant with statutory Education regulations as well as local policies. The Council has a zero tolerance risk appetite towards any deliberate or accidental violations of regulatory requirements.			


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Risk No.	Risk Description (including Cause & Consequence)		Risk Mitigation		
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8	<p>Risk:</p> <p>The General Data Protection Regulations - The risk of loss or mishandling of any personal data (including that of residents or staff) held by the Council.</p> <p>Cause:</p> <p>This risk arises from a minority of staff not complying with the Council's Data Protection (DP) Policy due to a lack of awareness or lack of due consideration.</p> <p>Consequence:</p> <p>1. Significant financial penalty (up to €20m) imposed by the Information Commissioner's Office for a serious breach in data protection.</p> <p>2. Significant negative impact to the Council's reputation.</p> <p>3. Residents and/or staff who are the subject of any potential data loss/mishandling may as a result be vulnerable to crime.</p>	<p>Officer Lead</p> <p align="center">Dan Kennedy</p>	<p>Cabinet Lead</p> <p align="center">Cllr. D. Mills</p>	<p>1. Information Governance Lawyer has reviewed all current privacy notices and continues to review any new privacy notices and data protection matters as part of an ongoing programme of work.</p> <p>2. All new contracts are Article 28 (of the GDPR) complaint. A small number of contracts that required updating were addressed via a new tender, with new contractors awarded.</p> <p>3. Completion of the GDPR and DP e-learning training programme is mandatory for all new staff.</p> <p>4. All officers have completed the combined GDPR and DP e-learning training programme and the DPO has provided training to all members.</p> <p>5. Internal Audit review of GDPR arrangements complete and issued an opinion of 'reasonable' assurance.</p> <p>6. Obtained Data Security and Protection Toolkit compliance, which is evidence-based submission which incorporates the GDPR requirements.</p> <p>7. Legal services reviewed and confirmed that there are no key actions to be undertaken with regards to data flow with the EU.</p> <p>8. Mandatory GDPR refresher training rolled out to all staff.</p> <p>9. Review/re-set of HIAG priorities.</p>	<p>The Cabinet Lead has changed from 'Cllr Edwards' to 'Cllr Mills'.</p> <p>1. The Hillingdon Information Assurance Group (HIAG) programme of work which includes actions aimed at strengthening the Council's DP arrangements. These include:</p> <ul style="list-style-type: none"> Updated combined GDPR and DP/Data Security e-learning training programme completion rates will be monitored and reported to CMT via HIAG. Regular DP spot checks are to be programmed. Alternative ways of working during the pandemic; and HIAG to review and monitor the work programme for the implementation of GDPR and is scheduled provide a summary to CMT on a regular basis. <p>2. Continue to promptly report data protection incidents and take appropriate management action.</p> <p>3. Deliver a programme to review / refresh all DP/data security related policies, including records retention/destruction.</p> <p>4. Update refresh of HIAG Terms of Reference, membership and reporting arrangements following senior management and directorate restructure.</p>
		<p>Risk Rating</p> <p align="center">D1</p>	<p>Direction of Travel</p> <p align="center">Static</p> <p align="center"></p>		
		<p align="center">Risk Appetite Statement</p> <p>LBH is committed to full compliance with all DP regulation as well as the relevant internal policies. Identified DP breaches or incidents of non-compliance will be actioned promptly and proportionately. The Council has a zero tolerance risk appetite towards deliberate or accidental violations of the DPA regulatory requirements.</p>			

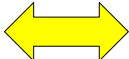
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Risk No.	Risk Description (including Cause & Consequence)		Risk Mitigation									
			Actions Taken to Date	Further Action Required								
9	<p>Risk: <i>Cyber Security</i> - The risk to the Council's ICT systems due to ransomware, malware, viruses and a continually adapting external cyber-threat environment.</p> <p>Cause: This risk arises from the continual threat and attacks by cyber criminals, gangs, hackers, etc. along with staff not adhering to good email and data protection practices.</p> <p>Consequence: 1. Potential reputational, operational, and financial damage to the Council if attacks to our network are successful. 2. Negative impact on staff and resident service users if an attack is successful and the Council's ICT systems are adversely affected for a significant time-period.</p>	<table border="1"> <tr> <td>Officer Lead</td> <td>Cabinet Lead</td> </tr> <tr> <td>Dan Kennedy</td> <td>Cllr. D. Mills</td> </tr> <tr> <td>Risk Rating</td> <td>Direction of Travel</td> </tr> <tr> <td align="center">C1</td> <td align="center">Static </td> </tr> </table>	Officer Lead	Cabinet Lead	Dan Kennedy	Cllr. D. Mills	Risk Rating	Direction of Travel	C1	Static 	<ol style="list-style-type: none"> To manage the risk we: <ul style="list-style-type: none"> Ensure ICT health checks are performed on a regular basis and are Public Services Network (PSN) compliant; Carry out testing on our security; Ensure ICT security protection systems and anti-virus measures are in place to protect and to meet new threats; and Monitor all email and internet traffic. Cyber policies and procedures updated. Team members attend regular Local Information Security for London meetings. Email filtering has been moved to Microsoft 365 advanced threat protection. Remaining networked data is being moved to Microsoft 365, improving protection, patching, monitoring and rationalise application versions. Regular round table cyber incident exercises are carried out by the IT team. ICT Security and Cyber Incidents SharePoint sites setup to track incidents, reporting, configuration, and advice. Web proxies for restricting web access replacement programme commenced. Communications plan is underway with updates to staff directly, Managers Monthly Roundup and briefing to Corporate Finance and Property Select Committee. 	<ol style="list-style-type: none"> This is the current "general" risk, though risk of such attacks can vary from day to day depending upon the global cyber-attack environment. The council remains vigilant. Internal Audit Assurance review to be undertaken on ICT Information Security. Ongoing communications plan is in process with the communications team to include further updates to staff directly via All Staff Email, including in Team Hillingdon. The Active security software will continue to be regularly updated.
Officer Lead	Cabinet Lead											
Dan Kennedy	Cllr. D. Mills											
Risk Rating	Direction of Travel											
C1	Static 											
		<p>Risk Appetite Statement</p> <p>The Council is committed to protecting all of its ICT assets. Any identified breaches of compliance will be actioned promptly and proportionately. The Council has a zero-tolerance risk appetite towards deliberate or accidental violations of the DPA regulatory requirements.</p>										

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			Actions Taken to Date	Further Action Required
10	<p>Risk: <i>Dedicated Schools Grant (DSG)</i> - The pressure on the Dedicated Schools Budget which has a cumulative deficit of £25.4m at the end of 2020/21 and budgeted in-year budget gap of £7.3m gap for 2021/22.</p> <p>Cause: The implementation of the Children & Families Act 2014 has expanded the number eligible for support and in turn the proportion of the DSG required to fund Special Educational Needs and Disabilities (SEND) within the High Needs Block. Alongside this there is an ongoing increase in the SEN population with complex learning needs.</p> <p>Consequence:</p> <ol style="list-style-type: none"> DfE requirement to produce a Deficit Recovery Plan to balance the DSG within 5 years. Risk of having to meet deficit from Council's general reserves and the resulting impact on wider financial resilience of the Council. Increased risk of reputational damage and challenge when trying to balance the statutory requirement to provide these services within an unsustainable funding envelope. Increased demand in the High Needs Block on other elements of the DSG. 	Officer Lead	Cabinet Lead	<ol style="list-style-type: none"> Special Education Needs (SEN) is subject to a BID review. Number of work streams are being implemented which will produce savings over the next five financial years: <ul style="list-style-type: none"> High cost placement review; Education Health and Care Plan (EHCP) funding formula for Further Education; Review of SEND Staffing Structure; and Review of provision in Early Years setting. Schools Forum subgroup coordinate and review what schools can contribute to assist with the Deficit Recovery Plan, while being consulted on any emerging proposals. Review and modelling of pupil population undertaken. The Dedicated Schools Grant (DSG) outturn position is an in-year underspend of £2,058k. This underspend follows the Council reaching a Safety Valve agreement with the Department for Education (DfE) which secures government support for the delivery of the Council's DSG Recovery Programme and financial support towards the elimination of the cumulative DSG deficit. This has resulted in an additional £11,000k of funding in 2021/22 to contribute to the cumulative DSG deficit. As part of the Safety Valve agreement the local authority has absorbed £4,000k itself. When the £25,386k deficit brought forward from 2020/21 is taken into account, the cumulative deficit carry forward to 2022/23 is £23,328k Submitted Capital Grants application for top up capital funding to enable build for additional in-borough places (£7m).
Andy Evans		Cllr. M. Goddard	<ol style="list-style-type: none"> Continue to lobby government to resolve the underlying funding issue that primarily relates to new burdens arising from the 2014 Act.1. Work is ongoing to develop savings options alongside the Business Improvement Delivery work that has commenced within the MTF process. Work to scope possibilities of an alternative funding regime and band funding rate for further education college placements with local provider. Contribute to the formulation of the High Needs Efficiency Plan with specific emphasis into local provision ensuring effective and efficient use of available capital resources. Tracking of Deficit Recovery Plan actions. Track delivery of in-borough places provision as part of the recovery plan. Continuation of monitoring inflation relating to the impact of the cost across the safety valve and associated capital schemes 	
Risk Rating		Direction of Travel		
E1		Static 		
Risk Appetite Statement				
This is a significant financial risk which the Council has to manage within the confines of our statutory duties and budget responsibilities. The Council is committed to ensure the Dedicated Schools Budget is balanced whilst ensuring the SEN population have access to services. We continue to scope possibilities of an alternative funding regime and utilising local provision.				

DETAILED CORPORATE RISK REGISTER

Risk No.	Risk Description (including Cause & Consequence)		Risk Mitigation		
			Actions Taken to Date	Further Action Required	
11	<p><u>Risk:</u> <i>Coronavirus</i> – The identification and spread of a variant of the virus for which the Covid vaccination affords no or limited immunological protection creates a risk to human health for residents. That this risk at a national level meets the threshold for central government intervention and results in impact on the borough comparable to pre-vaccination pandemic time periods.</p> <p><u>Cause:</u> Living safely with Covid mitigation measures fail to protect the public and result in national and local impact on health, care and the economy.</p> <p><u>Consequence:</u> The council subsequently sets up local response mechanisms and must pause non-essential services to focus on the strategic objective: protect lives and support the most vulnerable.</p>	Officer Lead	Cabinet Lead	<ol style="list-style-type: none"> Implementation of the national living (safely) with covid plans. Maintaining effective lines of communication that assures effective working with central government, UK Health Security Agency and Office for Health Improvement and Disparities (UK HSAOHID), London /sub-regional resilience arrangements in response to emerging risk. Governance structure with clear accountability and responsibility agreed through an established Borough-wide, multi-agency Health Protection Board. Oversight of available data that shows change in national and local risk using data and insight is overseen through the Health Protection Board. Outreach programmes with Community Champions Initiative established. Vaccination programmes are delivered in line with national guidelines. Learning from the pandemic informs local planning, and cohorts of residents with higher risk are identified as part of greater focused prevention and early intervention focused interventions. National Covid Enquiry commenced; all Local Authorities are required to be produced should they be required to be called upon during the Enquiry. 	<p><i>The Risk, Cause and Consequence has been updated to reflect the evolving risk to residents.</i></p> <ol style="list-style-type: none"> Communication mechanisms and processes are in place that enable sharing of information regarding increased risk in place. Local response mechanisms are in place if activation is required – responsibility sits with borough Public Health Team and the DPH working across regional and London PH network. Continue to respond to any variants of concern and oversight mechanisms in place for increased demand on health and care services. Continued review of demand pressures and baseline.
Tony Zaman		Cllr. I. Edwards (Leader)			
Risk Rating		Direction of Travel			
C2		Static 			
		Risk Appetite Statement			
		The Council has maintained its ability to escalate covid response capability and has an up to date plan that is reviewed with regularity to ensure that action is proportionate to risk.			

DETAILED CORPORATE RISK REGISTER

Item 3

Risk No.	Risk Description (including Cause & Consequence)	Risk Mitigation			
		Actions Taken to Date	Further Action Required		
12	<p>Risk: <i>Inflation</i> - Higher level of inflations are impacting on both the Council's own cost base and the financial position of residents which is exacerbates demand for services.</p> <p>Cause: This risk arises predominantly from rising energy prices, amongst other contributing factors (socio-economic impacts of Covid-19, Brexit) behind UK annual consumer prices reaching a 40-year high, with UK and European wholesale natural gas prices trading at 10 times normal levels. Subsequently the Bank of England has increased interest rates 1.25% to 1.75%.</p> <p>Consequence:</p> <ol style="list-style-type: none"> Potential the Council will be unable to meet its statutory obligation to set and operate within a balanced budget. More increased transformation savings targets will need to be achieved. Further drawdowns from the Council's financial balances/reserves may need to be considered as one offs. Council could fail to deliver in some of its statutory duties either through a reduction of service by an external provider or complete failure to operate. Increased risk of reputational damage when trying to balance the need to provide statutory services vs. Delivery within a finite budget. 	Officer Lead	Cabinet Lead	<ol style="list-style-type: none"> Enhanced reporting around inflation risk implemented through monthly budget monitoring updates to Cabinet. Specific earmarked reserves bolstered through outturn 2021/22 and windfall underspends in 2022/23, providing a mechanism to manage cost pressures in the short-term. Procurement rolled out training sessions in May and June 2022 to raise awareness with managers regarding the impacts and necessary adjustments to contracts in their role as contracts managers due to inflation. Mirroring existing approaches to managing inflation on social care placement costs. Initial MTFE scoping work during April and May assessed potential impact on savings requirement (both direct inflation costs and wider impact on demand for services), with transformation programme activity seeking to develop options to bridge resulting budget gap in the medium term. Drawn down on reserves in year in response to the economic conditions. Consultation 2023/24 budget presented to Cabinet in December 2022. 	<ol style="list-style-type: none"> Significant programme of transformation activity underway, developing specific measures to secure savings and therefore counter inflationary pressures over the medium term. Outputs will feed into refreshed MTFE. Ongoing monitoring of inflationary pressures and wider economic impacts such as interest rates. Enhanced reporting around balance sheet position: council tax, housing rents etc where impact of inflation on households finances will feed through to Council position. Scoping work continues on the 23/24 MTFE including scenario planning on some of the risks including high inflation and energy costs.
Andy Evans	Cllr. M. Goddard				
Risk Rating	Direction of Travel				
C1	Static 				
Risk Appetite Statement		<p>This is a significant financial risk which the Council has to manage within the confines of our statutory duties and budget responsibilities in order to provide services to our residents. The Council is committed to delivering a balanced budget. We constantly challenge all areas across the Council to find efficiencies, make savings and put forward ideas on how savings targets can be achieved.</p>			

