

CORPORATE RISK REGISTER

Risk Ref	Risk	Cause	Consequence	Officer Lead	Current Rating	Direction of Travel	Further Actions	Responsible Officer	Timescale
CRR 1	Heathrow Airport Expansion - The risk of Heathrow Airport (HA) being granted permission to expand.	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.	<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. 	Perry Scott	E1	Static	Due to potential legal challenges any further action required in relation to this risk will not be included in this risk entry.	Ian Thynne	TBC
CRR 2	Meeting Housing Needs - The risk of not meeting housing needs in LBH.	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. In addition, the measures during the Covid-19 pandemic including the requirement to accommodate and support all rough sleepers.	<ol style="list-style-type: none"> 1. 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. 2. Lack of affordable housing puts significant pressure on the Council's finances. 3. 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. 	Mark Billings	A1	Static	<ol style="list-style-type: none"> 1. Ongoing development of a range of options for procurement of temporary accommodation and private sector lettings to prevent or discharge homelessness. 2. 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. 3. Continue to proactively identify homelessness cases to identify alternative housing options for households. 4. Options to move on rough sleepers to settled accommodation are being progressed. 5. Scoping emerging risk of the requirement to accommodate asylum, Ukraine and Afghan rehousing. 	TBC	TBC
CRR 3	Asylum / Unaccompanied Minors / Trafficked Children & Young People 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.	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.	<ol style="list-style-type: none"> 1. Negative financial impact on the Council's budget due to shortfall in grant funding received. 2. Increased challenge with regard to capacity to meet needs of this cohort. 3. Increased risk of reputational damage when trying to balance the need to provide statutory services vs. Delivery within a finite budget. 	Julie Kelly	B3	Static	<ol style="list-style-type: none"> 1. Ongoing work with UK Border Agency (UKBA) on issues of safeguarding S20 legislation re Periodical Payment Orders, out of hours social work and contributing to induction programmes for UKBA staff. 2. Ongoing lobbying by DCSs, CEOs for additional funding and resource to support the necessity to undertake age assessments. 3. Continued engagement with NTS to ensure early dispersal. 	Julie Kelly	TBC

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CRR 5	Ability to Deliver a Balanced Budget in the Medium Term - The risk of the Council being unable to deliver a balanced budget in the medium term.	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.	<ol style="list-style-type: none"> 1. Potential that the Council will be unable to meet its statutory obligation to set and operate within a balanced budget. 2. Moving forward more increased transformation savings targets will need to be achieved. 3. Further drawdowns from the Council's financial balances/reserves may need to be considered as one offs. 	Andy Evans	C1	Static	<ol style="list-style-type: none"> 1. The Councils Business Transformation Programme is being refreshed for the next MTFF update. This programme will be key to helping manage the MTFF position over this period. 2. Work is ongoing to deliver a balanced budget for future years as part of the MTFF/rolling programme. Additional savings proposals that are achievable and supported are required in the medium term. 3. Covid-19 legacy monitoring is ongoing to limit financial impact. 4. A Programme of BID reviews ongoing across all services within the Council. 5. Scoping work continues on the 23/24 MTFF including scenario planning on some of the risks including high inflation and energy costs. 	Andy Evans / Iain Watters	TBC
CRR 6	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.	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.	<ol style="list-style-type: none"> 1. Potential inability of suppliers to continue contracted levels of service delivery. 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 	Andy Evans	C2	Static	<ol style="list-style-type: none"> 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. 2. Agreement will be in two elements of recurrent uplift and 2nd 'one off' uplift. 	Matthew Kelly	TBC
CRR 7	School Places – The risk of not meeting the demands for school places.	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.	<ol style="list-style-type: none"> 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. 	Julie Kelly	C1	Static	<ol style="list-style-type: none"> 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. 2. Present options to members for managing the provision of primary school places. 3. Utilise information from the SCAP return to inform the school places planning forecast. 4. Reviews of alternative provisions and school exclusions are currently underway. 5. Tracking and monitoring of activity / progression of the SEND Places workstream in the DSG Recovery Plan. 6. Consultations underway re: possible PAN reductions to take effect September 2024 for 3 Primary schools within the LA. 	Abi Preston	TBC

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CRR 8	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.	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	<ol style="list-style-type: none"> 1. Significant financial penalty (up to €20m) imposed by the Information Commissioner's Office for a serious breach in data protection. 2. Significant negative impact to the Council's reputation. 3. Residents and/or staff who are the subject of any potential data loss/mishandling may as a result be vulnerable to crime. 	Dan Kennedy	D1	Static	<ol style="list-style-type: none"> 1. The Hillingdon Information Assurance Group (HIAG) programme of work which includes actions aimed at strengthening the Council's DP arrangements. These include: <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, from Autumn 2023. - Alternative / new hybrid ways of working; 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 (quarterly) 2. Continue to promptly report data protection incidents and take appropriate management action. 3. Deliver a programme to review / refresh all DP/data security related policies, including records retention/destruction. 4. Update refresh of HIAG Terms of Reference, membership and reporting arrangements following senior management and directorate restructure. 	Glen Egan	TBC
CRR 9	Cyber Security - The risk to the Council's ICT systems due to ransomware, malware, viruses and a continually adapting external cyber-threat environment.	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.	<ol style="list-style-type: none"> 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. 	Dan Kennedy	C1	Static	<ol style="list-style-type: none"> 1. 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. 2. Internal Audit Assurance review to be undertaken on ICT Information Security. 3. 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. 4. The Active security software will continue to be regularly updated. 	Louise Bateman / David Baker	TBC
CRR 10	Dedicated Schools Grant (DSG) - 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.	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.	<ol style="list-style-type: none"> 1. DfE requirement to produce a Deficit Recovery Plan to balance the DSG within 5 years. 2. Risk of having to meet deficit from Council's general reserves and the resulting impact on wider financial resilience of the Council. 3. Increased risk of reputational damage and challenge when trying to balance the statutory requirement to provide these services within an unsustainable funding envelope. 4. Increased demand in the High Needs Block on other elements of the DSG. 	Andy Evans	E1	Static	<ol style="list-style-type: none"> 1. Continue to lobby government to resolve the underlying funding issue that primarily relates to new burdens arising from the 2014 Act.1. 2. Work is ongoing to develop savings options alongside the Business Improvement Delivery work that has commenced within the MTFF process. 3. Work to scope possibilities of an alternative funding regime and band funding rate for further education college placements with local provider. 4. 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. 5. Tracking of Deficit Recovery Plan actions. 6. Track delivery of in-borough places provision as part of the recovery plan. 7. Continuation of monitoring inflation relating to the impact of the cost across the safety valve and associated capital schemes 	Tehseen Kausar / Abi Preston	TBC

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CRR 12	Inflation - 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.	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%.	<ol style="list-style-type: none"> 1. Potential the Council will be unable to meet its statutory obligation to set and operate within a balanced budget. 2. More increased transformation savings targets will need to be achieved. 3. Further drawdowns from the Council's financial balances/reserves may need to be considered as one offs. 4. 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. 5. Increased risk of reputational damage when trying to balance the need to provide statutory services vs. Delivery within a finite budget. 	Andy Evans	C1	Static	<ol style="list-style-type: none"> 1. 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 MTFF. 2. Ongoing monitoring of inflationary pressures and wider economic impacts such as interest rates. 3. Enhanced reporting around balance sheet position: council tax, housing rents etc where impact of inflation on households finances will feed through to Council position. 4. Scoping work continues on the 23/24 MTFF including scenario planning on some of the risks including high inflation and energy costs. 	Andy Evans / Iain Watters	TBC