



# STRATEGIC RISK REGISTER

Strategic Objective	Strategic Risk	Current Risk Rating
	HLBC0005: High Levels of Homelessness and Housing Needs Demand	C2
	HLBC0006: Ability to Deliver a Balanced Budget in the Short and Medium Term	B1
	HLBC0007: Digital Transformation & Cyber Security	B3
	HLBC0008: Resilience of Contractors	D2
	HLBC0009: Meeting Care Placements and SEND Support	C1
	HLBC0010: Adult Social Care Demand	D2
	<i>No Strategic Risks Recorded</i>	N/A
	<i>No Strategic Risks Recorded</i>	N/A

Strategic Objective:		<b>Safe and strong communities</b> - Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.			
Strategic Risk:		HLBC0005: High Levels of Homelessness and Housing Needs Demand			
Cllr Lead:	Cllr S Tuckwell	Initial Rating:	B1	Linked Operational Risks:	CRR Rating
Exec Lead:	Dan Kennedy	Current Rating:	C2	LANDB0006: Legal Disrepair – HRA	C3
Date Added:	01/11/2023			LANDB0005: Damp and Mould	C3
Last Review:	21/06/2024	Target Rating:	E2	LANDB0004: Decent Homes/ Thermal efficiencies	B1
Next Review Date:	21/09/2024	Change:	Static		
Risk Description		Primary Controls		Sources of Assurance	Key Performance Indicators
<p>The buoyant housing market and increased housing regulations has led to a decreased supply of affordable housing, whilst Welfare Reforms and inflation has led to an increase in homelessness and housing demand.</p> <p>The lack of affordable housing puts significant pressure on the Council's finances and ability to meet its statutory responsibilities in this area, however inadequate housing can lead to a detrimental impact on the health, wellbeing, and educational attainment of residents. The risk is also increased due to Heathrow Airport located within the borough leading to significant numbers of individuals seeking asylum within the area.</p>		<ul style="list-style-type: none"> <li>The Council has implemented a programme of new developments and buying back former 'Right to Buy' (RTB) and vacant properties.</li> <li>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.</li> <li>Decent homes improvement programmes are in place and a significant fire safety works programme is nearing completion.</li> </ul>		<p>Level 1: Housing Action plan</p> <p>Level 2: Housing Steering Group Reports, Housing Board, KPIs</p> <p>Level 3: Internal Audit review into Decent Home Standards</p>	<p>Homelessness Advice this month: <b>501</b></p> <p>Housing Supply this month: <b>29</b></p>
Actions:					Review Date:
<p>Transformation programme in place to review the delivery of the project plan. Key actions:</p> <ul style="list-style-type: none"> <li>- acquire 300 additional social rented LBH homes by 31 March 2025</li> <li>- increase procurement of Private Rented Sector accommodation by 31 March to reduce B&amp;B numbers to 233 (budget plan)</li> <li>- review / implement changes to the homelessness pathway and triage process</li> </ul>					Dan Kennedy: 16 September 2024

Strategic Objective: **A digital-enabled, modern, well-run council** - We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.

Strategic Risk: HLBC0006: Ability to Deliver a Balanced Budget in the Short and Medium Term

Cllr Lead:	Cllr. M. Goddard	Initial Rating:	C1	Linked Operational Risks:	None	CRR Rating
Exec Lead:	Richard Ennis	Current Rating:	B1			
Date Added:	01/11/2023	Target Rating:	E1			
Last Review:	17/10/2024	Change:	Increasing			
Next Review Date:	17/12/2024					

Risk Description	Primary Controls	Sources of Assurance	Key Performance Indicators
<p>This risk arises from the significant reductions in funding from Central Government whilst at the same time increasing the burden on Local Authorities. This is against a backdrop of increasing expectations from Residents, the legacy impact of Covid-19, high baked in interest rates , inflation and wider demand-led and demographic pressures on statutory services.</p> <p>This increases the potential that the Council will be unable to meet its statutory obligation to set and operate within a balanced budget, and moving forward more increased transformation savings targets will need to be delivered. The Council ended 2023/24 with usable reserves of £35.2m only slightly above the recommended minimum and lower than forecast when setting the 2024/25 budget. The cumulative DSG deficit now stands at circa £60m which is greater than the usable reserves.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>Budget holders engaged in budget setting process and ongoing budget monitoring.</li> </ul>	<p>Level 1: MTFF</p> <p>Level 2: Monthly budget monitoring reports</p> <p>Level 3: Internal Audit of the budget monitoring arrangements</p>	TBC

Actions: Review Date:

ZBB and Star Chambers  
SMM leadership team cascades  
Spending control panel

Richard Ennis, 17/12/2024

Strategic Objective:		<b>A digital-enabled, modern, well-run council</b> - We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.			
Strategic Risk:		HLBC0007: Digital Transformation & Cyber Security			
Cllr Lead:	Cllr. M. Goddard	Initial Rating:	<b>B3</b>	Linked Operational Risks:	CRR Rating
Exec Lead:	Matthew Wallbridge	Current Rating:	<b>B3</b>	None	
Date Added:	01/11/2023	Target Rating:	<b>D3</b>		
Last Review:	19/09/2024	Change:	<b>Static</b>		
Next Review Date:	19/12/2024				
Risk Description	Primary Controls	Sources of Assurance	Key Performance Indicators		
ICT systems becoming unfit to meet the Council's needs, due to insufficient momentum, collaboration or funding to implement the digital transformation programme. This impacts on service delivery, staff morale and governance arrangements due to poor data quality. Outdated ICT architecture and poor security also increases the risk of ransomware, malware, viruses and external cyber-threats. These can lead to data breaches and potential reputational, operational, and financial damage if attacks to our network are successful and the Council's ICT systems are adversely affected for a significant time-period.	<ul style="list-style-type: none"> <li>Digital and Intelligence Directorate digital transformation programme.</li> </ul>	Level 1:  Level 2: Hillingdon Information Assurance Group (HIAG) programme of work  Level 3: Cyber360 assessment scheduled for 2024/25	Email demand this month: <b>10k</b>	1k increase from last month	
			Phone demand this month: <b>83k</b>	2k increase from last month	
Actions:			Review Date:		
None					

Strategic Objective:	<b>A digital-enabled, modern, well-run council</b> - We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.				
Strategic Risk:	HLBC0008: Resilience of Contractors				
Cllr Lead:	Cllr. I. Edwards	Initial Rating:	D2	Linked Operational Risks:	CRR Rating
Exec Lead:	Tony Zaman	Current Rating:	D2	PROCUR0002 - Financial Resilience of Contracts	C2
Date Added:	01/11/2023	Target Rating:	E3		
Last Review:	13 June 2024	Change:	Static		
Next Review Date:	13 September 2024				
Risk Description	Primary Controls	Sources of Assurance	Key Performance Indicators		
The risk that key suppliers/contractors are suddenly unable to provide an expected service and there are insufficient business continuity arrangements in place to deliver alternative arrangements. This results in a serious disruption to the service, impacting on residents, and potentially significant unplanned costs whilst alternative providers are sourced.	<ul style="list-style-type: none"> <li>Contract management arrangements within each service to monitor suppliers and identify any who may potentially be at risk of failure through the monitoring of their ongoing performance.</li> </ul>	Level 1: contract management arrangements at a service level  Level 2:  Level 3: Internal Audits into contract management			
Actions:				Review Date:	
Ongoing procurement transformation programme, including strengthening the training for contract managers to raise any concerns in relation to potential concerns with contractors.				Andy Evans: 11/10/2024	

Strategic Objective: **Thriving, healthy households** - Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.

Strategic Risk: HLBC0009: Meeting Care Placements and SEND Support

Cllr Lead:	Cllr. S. O'Brien	Initial Rating:	C1	Linked Operational Risks:	None	CRR Rating
Exec Lead:	Julie Kelly	Current Rating:	C1			
Date Added:	24/01/2024	Target Rating:	D2			
Last Review:	18/09/2024	Change:	Static			
Next Review Date:	24/01/2025					

Risk Description	Primary Controls	Sources of Assurance	Key Performance Indicators	
Market conditions and the outsourcing of placements has reduced the availability for children and inflated the price. Although there is a smaller number of children requiring care, there is an increased complexity of needs and a reduction in post Covid numbers of foster carers equipped to meet the needs of children with complex needs. The change to regulatory requirements for 16-17 year olds is also likely to reduce further availability for this group	<ul style="list-style-type: none"> <li>Participation in the regional development of plans aimed at better meeting the demand.</li> <li>Review of the existing placements to ensure age-appropriate placements and maximising inhouse provision.</li> <li>Joined Pan London Vehicle that leads the development of a London Secure Home</li> <li>SEND Sufficiency plan developed, including improved projections and forecasting of need and improved rigour to use more local mainstream provision where appropriate so only the most complex have high cost INMSS placements.</li> <li>Substantial increase of placements through building more SRPs, DUs, assessment base and improving local SEND provision</li> </ul>	Level 1:  Level 2: Monitoring placement requests through HARP and Complex HARP and High-Cost panel.  Level 3:	SEN Placement Costs this Month: <b>£2.9M</b>  LAC Placement Costs this month <b>£2M</b>	£7k increase from last month  £513k decrease from last month

Actions:	Review Date:
<ol style="list-style-type: none"> <li>Two new properties registered with Ofsted, and support for semi-independent providers to register with Ofsted</li> <li>Brokerage transformations projects with ASC, reviewing the Fostering offer and identify additional residential beds</li> <li>Review of the existing placements to ensure age-appropriate placements and maximising inhouse provision.</li> <li>DSG Recovery Programme including banding and OAP Review and placement analysis across all provisions.</li> </ol>	Completed 28/06/2024 Completed 28/06/2024 Completed 28/06/2024 Abi Preston: 11/01/2025

Strategic Objective:		Thriving, healthy households - Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.			
Strategic Risk:		HLBC0010: Adult Social Care Demand			
Cllr Lead:	Cllr. J. Palmer	Initial Rating:	D2	Linked Operational Risks: None	CRR Rating
Exec Lead:	Sandra Taylor	Current Rating:	D2		
Date Added:	01/11/2023	Target Rating:	E2		
Last Review:	1 August 2024	Change:	Static		
Next Review Date:	22 March 2025				
Risk Description	Primary Controls	Sources of Assurance	Key Performance Indicators		
<p>This risk arises from the increasing demand across Adult Social Care services due to changing demographics in the population, the transition of children into adult social care, and the raised expectations from residents for high quality social care services. This is all within the context of the major changes to the legislative framework including the Care Act, Better Care Fund and Deprivation of Liberty Safeguards. This increase in demand is impacting on the Council's ability to provide the statutory services within the available resources and funding available.</p>	<ul style="list-style-type: none"> <li>Work to develop a new social care 'front door' using AI to answer calls for social care and first level triage has proved successful.</li> <li>A full upgrade of the client system will take place on 9th January,2024 to improve data and monitoring of the demand.</li> <li>Targeted early intervention through reablement and the introduction of 'Intelligent Lilli' to give better insights into care needs address demand through the front door for adults. Additionally, the development of reablement for people with mental health needs is being worked up.</li> <li>Work with NHS partners is ongoing to address acuity following issues that have escalated following the pandemic.</li> <li>Intensive work on the BCF and reviewing and aligning system funding and priorities to ensure that these address the needs of residents in the community.</li> </ul>	<p>Level 1: BCF and community based review of spending with GT</p> <p>Level 2: Output data from reablement &amp; intelligent Lilli and ASCOF measure of still at home 91 days later</p> <p>Level 3: Completion of the upgrades to the client system</p>	<p>ASC Placement Costs this month: <b>£9.7M</b></p>	<p><b>£3.6m Increase from last month</b></p>	
Actions:				Review Date:	
<ol style="list-style-type: none"> <li>Progress the transformation of the front door, but increasing the capability and presence of third sector providers to support residents before they enter social care</li> <li>Submit a fully complete BCF Assurance document within the required timelines</li> <li>Implement and monitor the outputs of Intelligent lilli pilot.</li> </ol>				<p>Sandra Taylor: 1 November 2024 Sandra Taylor: 2 November 2026 Sandra Taylor: 1 November 2024</p>	

LIKELIHOOD			RISK SCORE			
Greater than 90%	This Week	<b>Very High (A)</b>	<b>A4</b> (6)	<b>A3</b> (12)	<b>A2</b> (18)	<b>A1</b> (24)
70% to 90%	Next Week / This Month	<b>High (B)</b>	<b>B4</b> (5)	<b>B3</b> (10)	<b>B2</b> (15)	<b>B1</b> (20)
50% to 70%	This Year	<b>Significant (C)</b>	<b>C4</b> (4)	<b>C3</b> (8)	<b>C2</b> (12)	<b>C1</b> (16)
30% to 50%	Next Year	<b>Medium (D)</b>	<b>D4</b> (3)	<b>D3</b> (6)	<b>D2</b> (9)	<b>D1</b> (12)
10% to 30%	Next 5 Years	<b>Low (E)</b>	<b>E4</b> (2)	<b>E3</b> (4)	<b>E2</b> (6)	<b>E1</b> (8)
Less than 10%	Next 10 Years	<b>Very Low (F)</b>	<b>F4</b> (1)	<b>F3</b> (2)	<b>F2</b> (3)	<b>F1</b> (4)
IMPACT						
			<b>Small (4)</b>	<b>Medium (3)</b>	<b>Large (2)</b>	<b>Very Large (1)</b>
	<b>Financial:</b>		Up to £250k	£250k - £1million	£1million - £5million	Over £5million
	<b>Service Provision:</b>		Slightly reduced	Service suspended short term	Service suspended long term / statutory duties not delivered	
	<b>Health &amp; Safety:</b>		First Aider required	Broken Bones/Illness	Loss of life / Major illness	Major loss of life / large scale major illness
	<b>Workforce:</b>		Negative morale	Some hostility / minor non cooperation	Industrial action	Mass staff leaving
	<b>Reputation:</b>		Minor Letters	Adverse local media	Adverse national publicity	Remembered for years
	<b>Government Relations:</b>		Poor assessment		Service taken over temporarily	Service taken over permanently