



RISK MANAGEMENT REPORT

3 November 2025



HILLINGDON
LONDON

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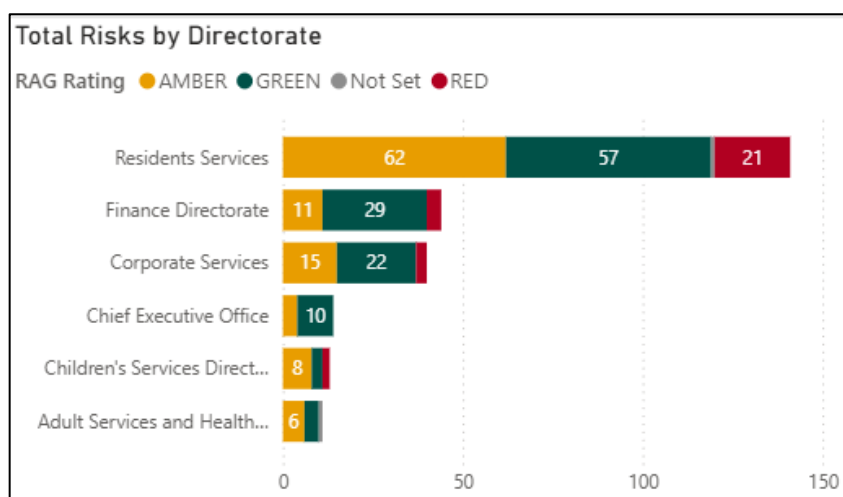
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1. INTRODUCTION

- 1.1 Hillingdon Council has a statutory responsibility to ensure arrangements are in place for managing risks. Risk management is about managing opportunities and threats to objectives to help create an environment of “no surprises”. It is a crucial element of good management and a key part of corporate governance. Although risks can never be entirely eliminated, proportionate and targeted action can be taken to reduce risks to an acceptable level.
- 1.2 Managing risk should be viewed as a mainstream activity and something that is an integral part of everyday management. Risk Management involves the early identification of risks, assessing their potential consequences, and determining the most effective way to reduce the likelihood and/or impact of the risk. The Council's Risk Management Policy provides a framework to ensure there are clear roles, responsibilities and methodologies for identifying, recording and managing risks.
- 1.3 This report summarises the Council's Risk Register as at the date on the front of the report, and outlines the work undertaken since the last Audit Committee meeting to improve risk management arrangements. It is designed to support the Audit Committee to monitor and review the authority's risk management arrangements, as per the Committee's terms of reference.

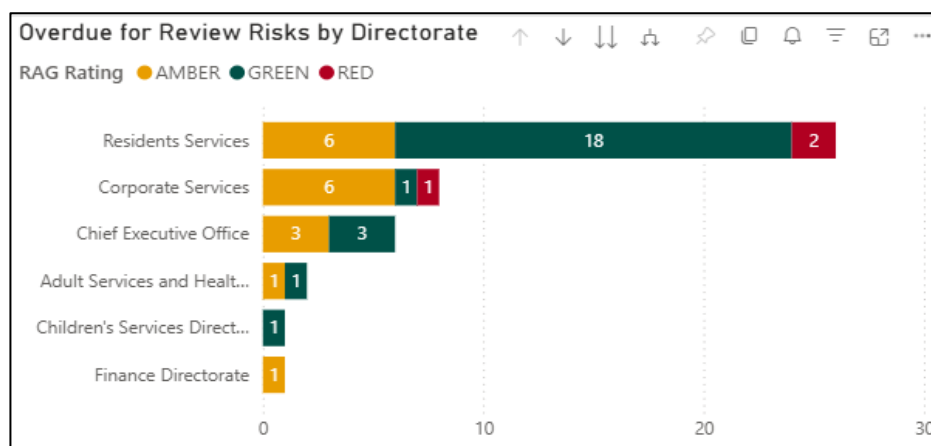
2. RISK REGISTER UPDATE

- 2.1 There were **263 total risks** recorded on the Risk Management System at the time of this report. This is an increase from 256 risks at the end of June 2025:

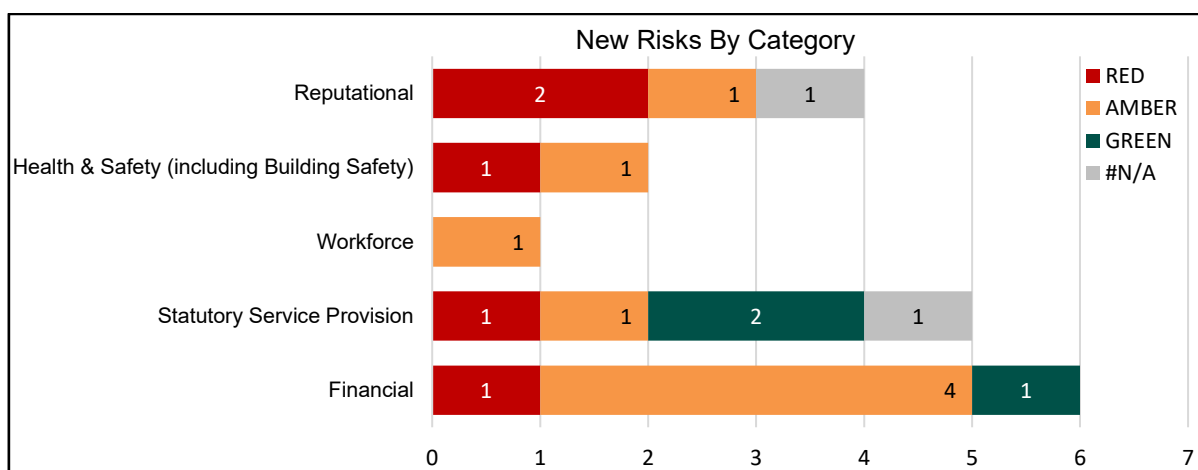


- 2.2 There were **30 red rated risks** on the risk register. Since the last Audit Committee report **three red risks were downgraded** to amber and removed from the corporate risk register and **five were added to the register**. The details of the red rated risks are shown on the corporate risk register in section three of this report.
- 2.3 The organisation chart within the Risk Management System has been reviewed following the creation of the Resident's Services Directorate and Chief Executive Office. The merger of the Place and Homes and Communities Directorates into the Resident's Services Directorate has resulted in a large number of risks within that Directorate.
- 2.4 There were only **two unscored risks** at the time of this report. This is a positive indication officers have become more comfortable scoring risks in line with the Council's Risk Scoring Methodology (see Appendix A) to ensure they are escalated and monitored appropriately.

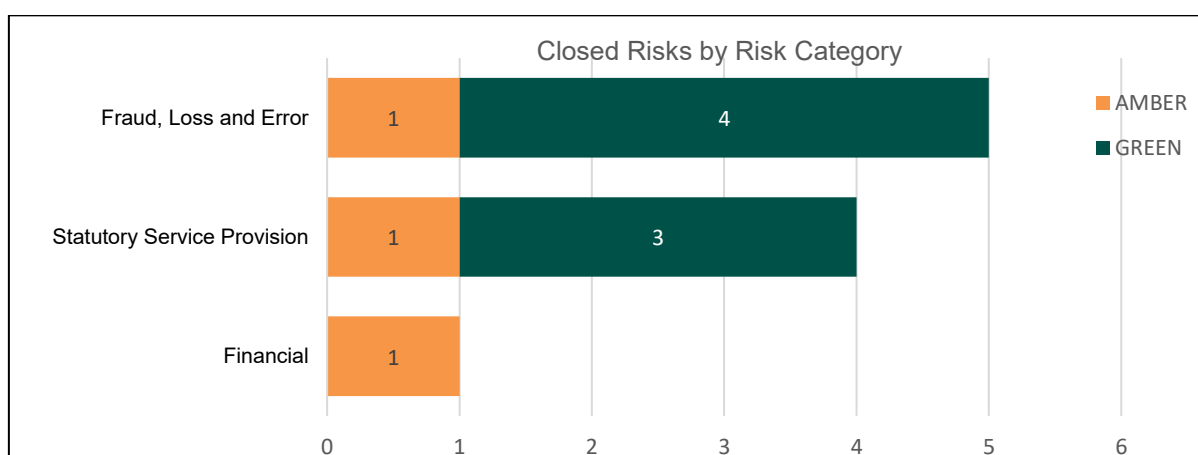
- 2.5 At the time of this report there were **41 risks overdue for review**, this is a negative increase from 17 risks at the end of June 2025. The majority of these were green rated risks in the newly formed Residents Services Directorate.



- 2.6 **Three red rated risks were overdue for review** at the time of this report. These are highlighted in the corporate risk register in section three.
- 2.7 Since the last Audit Committee report from the end of June 2025 there were **18 new risks added to the risk register**, including five red rated risks outlined in section three.

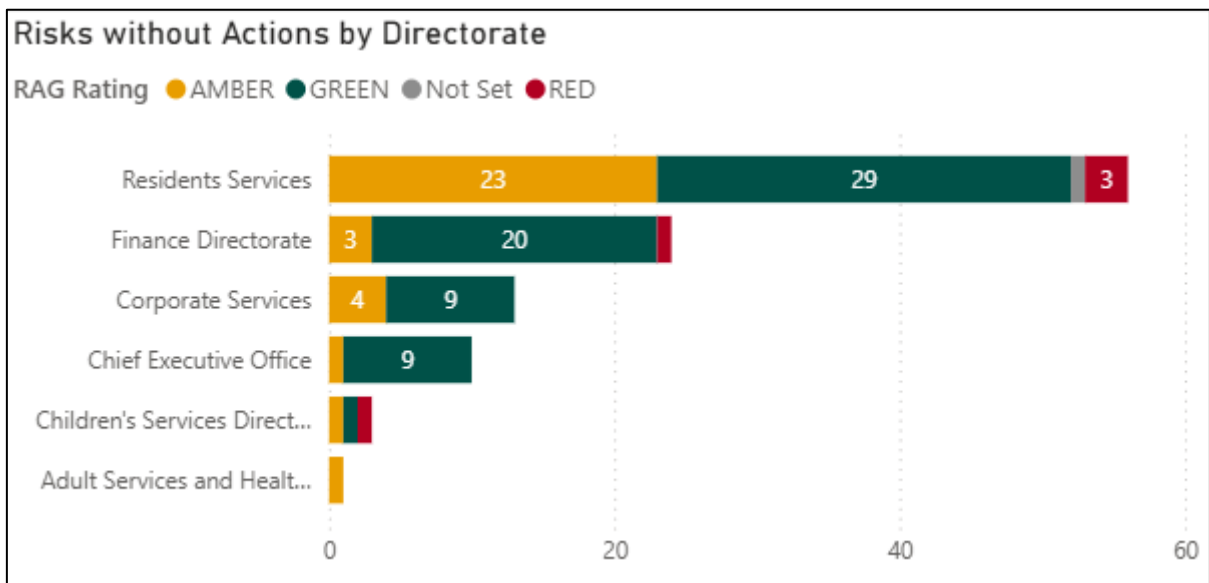


- 2.8 Since the last Audit Committee report there were **10 risks closed and removed from the risk register**. 50% related to Fraud, Loss and Error risks previously added by the Counter Fraud team and now closed as tolerated by the relevant service.

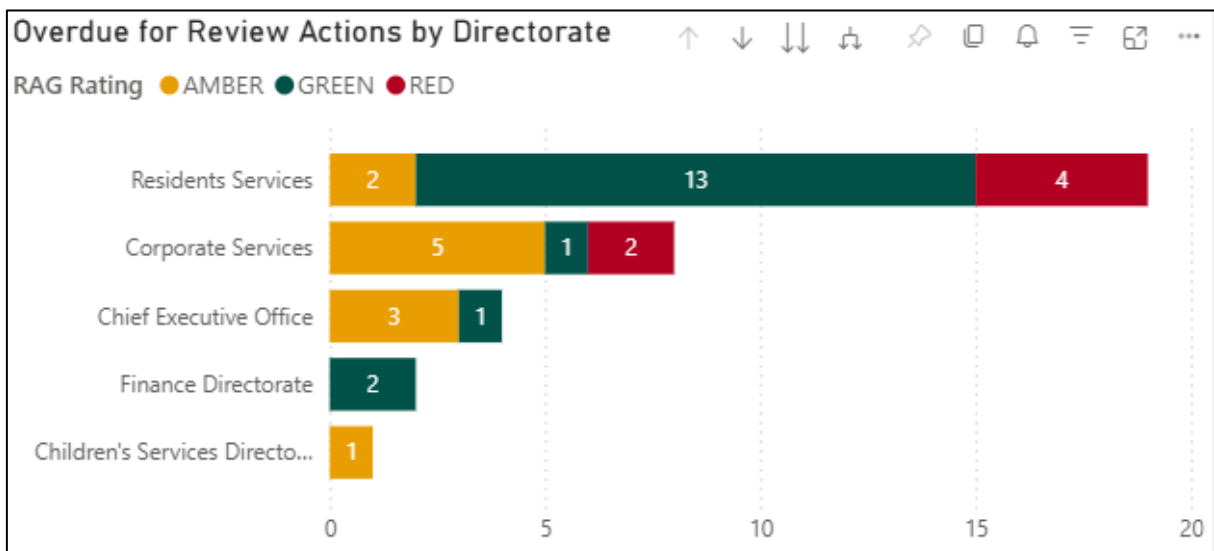


- 2.9 All risks added to the Risk Management System should have actions allocated to reduce the likelihood or impact of the risk. If a risk does not have actions in place to reduce the risk score it should be considered whether the current risk score is within the Council's risk appetite level and therefore it is appropriate to tolerate the risk.
- 2.10 As at the time of this report there were **107 risks without actions** allocated on the risk management system. This is 41% of all risks however a reduction from 115 risks at the end of

June 2025. Unfortunately, this includes five red rated risks which would be unusual to tolerate with such a high likelihood and/or impact.



2.11 In total there were 206 actions allocated against 156 risks on the system. Of these only **34 actions were overdue** for review at the time of this report (17%).



3. CORPORATE RISK REGISTER UPDATE

- 3.1 The Council's Corporate Risk Register (CRR) is an essential part of the Council's Risk Management arrangements. The CRR includes any operational risks from the Risk Management System graded 'red' due to their potential likelihood and impact. These risks are then monitored by the Corporate Management Team and used to inform the Strategic Risks presented to the Audit Committee in the Strategic Risk Report. The Corporate Risk Register is outlined in Appendix A.
- 3.2 The CRR is presented to the Corporate Management Team (CMT), Corporate Governance Group and the Audit Committee quarterly. The Corporate Management Team is responsible for ensuring the identified risks are being managed and mitigating actions are being implemented. The Corporate Governance Group and Audit Committee maintain oversight of the risk management arrangements and monitor the CRR to gain assurance the arrangements are working effectively.
- 3.3 Since the last Audit Committee the following risks were removed from the Corporate Risk Register:

CRR Risk:	
PENS0015 - Failure of employers to deliver accurate and timely employee administration information	Reduced from A3 to Amber (C1) on 04/08/2025 following a review by the new risk owner.
HOUMAN0024 - Current RSH inspection notice - Reputational risk of failing against the standards required.	Reduced to from C2 to Amber (C3) on 23/07/2025 when the official grading was received following the inspection.
HR0015 - Safer Recruitment and compliance	Reduced from C2 to Amber (D3) on 20/10/2025 following significant improvements and increased compliance.

- 3.4 Since the last Audit Committee the following risks were added to the Corporate Risk Register:

RESIDE0001 - Risk of contractor failure and/or increasing costs of providers delivering statutory or critical services	This risk was added to the Resident's Services Directorate register following the CMT decision to remove a similar cross-cutting strategic risk and manage the risks with individual contractors instead. The Resident's services directorate are particularly impacted as they have a range of critical contractors.
EDUSEN0006 - Removal of children from school due to safeguarding concerns	This risk was added to the risk register as part of a wider response to managing safeguarding concerns in relation to a school. It is under review by the Children's Services Directorate.
GREENS0029 - Lack of compliance with the approved Tree strategy	These risks were added to the risk register following concerns identified by the Director of Environment in relation to compliance with the Council's tree policy. Updates are being provided through CMT.
GREENS0030 – Non-compliance with our approved tree policy	
ENVIRO0003 - Cremation service	This risk was added to the risk register following concerns raised as part of the ongoing work to review the service. There is a new interim crematorium manager in place and actions are being monitored by the Director of Environment.

APPENDIX A: SUMMARY OF CORPORATE RISKS

CRR Risk:	31 Mar 25	30 Jun 2025	3 Nov 2025	Last Reviewed	Next Review Due
PROCUR0025 - Financial Resilience of Contracts	Static C2	Static C2	Static C2	26/06/2025	26/09/2025
TECH0001 - Cyber Security	Decrease D1	Static D1	Static D1	25/06/2025	25/12/2025
STRAF0002 - Ability to Deliver a Balanced Budget in the Short & Medium Term	Static A1	Static A1	Static A1	29/10/2025	29/11/2025
LANNB0004 - Decent Homes/ Thermal efficiencies	Static B1	Static B1	Static B1	06/10/2025	06/11/2025
* LANDB0003 - Decarbonisation	Static C2	Static C2	Static C2	06/10/2025	06/11/2025
TRSA0003 - Liquidity Risk	Static D1	Static D1	Increasing C1	14/10/2025	14/11/2025
CHILSC0012 - Increasing cost of external residential provision and reduced internal resilience	Static C2	Static C2	Static C2	18/08/2025	18/11/2025
HOUSNE0001 - High Levels of Homelessness Demand	Static C2	Static C2	Static C2	30/09/2025	30/12/2025
LANDB0011 - Housing Landlord Service - Not Meeting Regulatory Requirements	Static A2	Static A2	Static A2	30/09/2025	15/12/2025
LANDB0019 - Lone-working devices - no visiting officers within housing have lone working devices.	Static B2	Static B2	Static B2	28/10/2025	28/11/2025
* PROPER0001 - Disposal Programme	Static D1	Static D1	Static D1	27/10/2025	27/11/2025
* PROPER0011 - Insurance Valuations	Static A1	Static A1	Static A1	25/09/2025	25/10/2025
FINMAN0007 - Insufficient capacity to meet support demand	Static C2	Static C2	Static C2	12/08/2025	12/12/2025
PLANRE0008 - Planning, Building Control and Land Charges System (Ocella) unsupported and unfunded from Jan 2027	Static A2	Static A2	Decreasing B2	01/09/2025	01/12/2025
* PENS0011 - Failure of the pool in management of funds / access to funds	New D1	Static D1	Static D1	04/08/2025	04/11/2025
LANDB0021 - Compliance IT systems and reliance on spreadsheets	New C2	Static C2	Static C2	12/09/2025	12/12/2025
LANDB0026 - Rent increasing because of operating model and structure of the line management.	New B2	Static B2	Static B2	28/10/2025	28/11/2025
LANDB0025 - There is concern in all areas of the service with Data Quality and Performance analysis.	New B2	Static B2	Static C2	28/10/2025	28/11/2025
LANDB0022 - Complaint reporting and management.	New C2	Static C2	Static C2	26/09/2025	26/12/2025
ASSETS0018 - Upcoming Regulatory Compliance and Enhanced Operational Efficiency	New C2	Static C2	Static C2	27/10/2025	26/01/2026
BUSTRA0002 - The transformation programme required to deliver significant savings in order for the Council to achieve a balanced budget.	New C2	Static C2	Static C2	27/10/2025	27/01/2026
HOUSNE0014 - Low volume of preventions achieved resulting in static or increased demand for TA.		New C1	Static C1	30/09/2025	15/12/2025

HOUSNE0018 - Risk of being overwhelmed by NASS evictions if Central Government do not intervene.		New B2	Static B2	30/09/2025	15/12/2025
HOUSNE0024 - Lack of TA supply within capped rates will see TA costs continue to rise and not meet targets savings		New C2	Static C2	30/09/2025	15/12/2025
HOUSNE0025 - Do not deliver 2025/26 Service Plan target of 350 PRS moves and savings.		New C2	Static C2	30/09/2025	15/12/2025
RESIDE0001 - Risk of contractor failure and/or increasing costs of providers delivering statutory or critical services			New B2	11/07/2025	15/12/2025
* EDUSEN0006 - Removal of children from schools due to safeguarding concerns			New A2	09/09/2025	09/03/2026
GREENS0029 - Lack of compliance with the approved Tree strategy			New B2	26/09/2025	26/10/2025
GREENS0030 – non-compliant with our approved tree policy			New C2	28/10/2025	28/11/2025
ENVIRO0003 - Cremation service			New C2	22/10/2025	22/11/2025

* = Red Risks with no Actions:

APPENDIX B: RISK SCORING METHODOLOGY

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