



RISK MANAGEMENT REPORT

28 January 2026



HILLINGDON
LONDON

www.hillingdon.gov.uk

CONTENTS

The key contacts in connection with this document are:

Claire Baker
Head of Internal Audit and Risk Assurance
cbaker@hillingdon.gov.uk

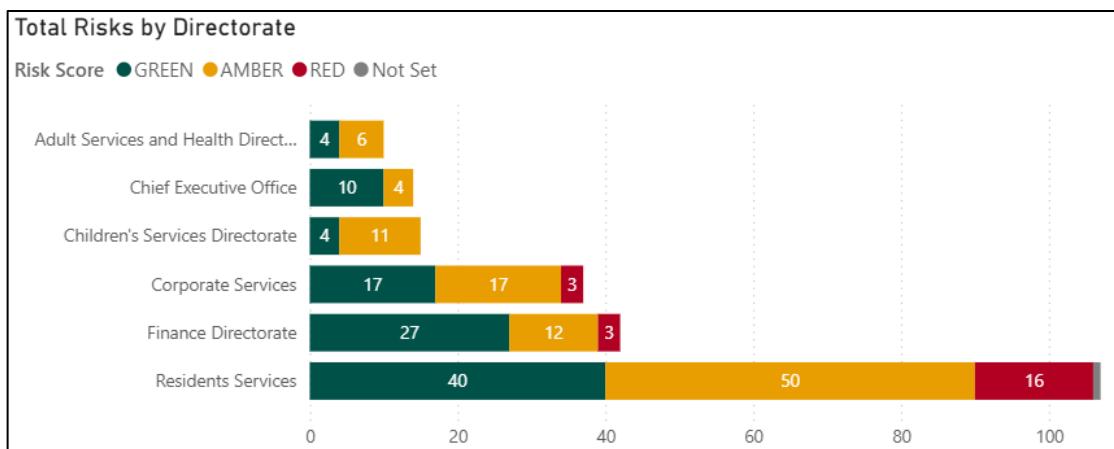
	Page
1. INTRODUCTION	3
2. RISK REGISTER UPDATE	3
3. CORPORATE RISK REGISTER UPDATE	5
APPENDIX A: SUMMARY OF CORPORATE RISK REGISTER	7
APPENDIX B: RISK SCORING METHODOLOGY	8

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

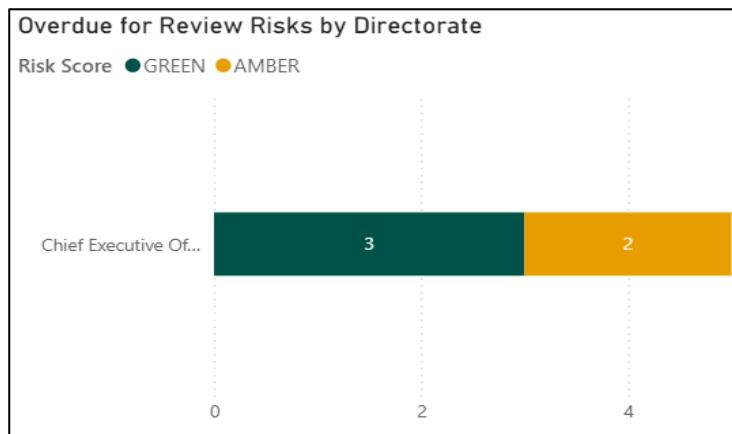
- 2.1 There were **225 total risks** recorded on the Risk Management System at the time of this report. This is a reduction from 263 risks at the beginning of November 2025 due to work undertaken within directorates to review and close long standing overdue risks:



- 2.2 There were **22 red rated risks** on the risk register. Since the last Audit Committee report **four red risks were closed, seven red risks were downgraded to amber or green and removed from the corporate risk register, and three 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 There was **one unscored risk** at the time of this report. The risk had been added to the register the day this report was run, and therefore it is likely the score was still being considered. The low number of unscored risks is a positive indication officers are comfortable scoring risks in line with the Council’s Risk Scoring Methodology (see Appendix A) to ensure they are escalated and monitored appropriately.

2.4 At the time of this report there were only **five risks overdue for review**, this is a significant improvement from 41 risks at the beginning of November 2025.

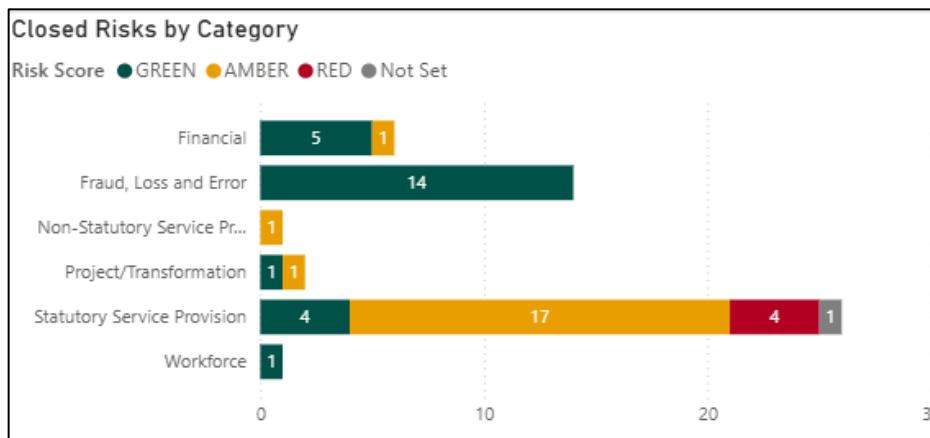
2.5 **No red rated risks were overdue for review** at the time of this report. Details of the red risks are highlighted in the corporate risk register in section three.



2.6 In the last three months there were **12 new risks added to the risk register**, including one red rated risk outlined in section three.

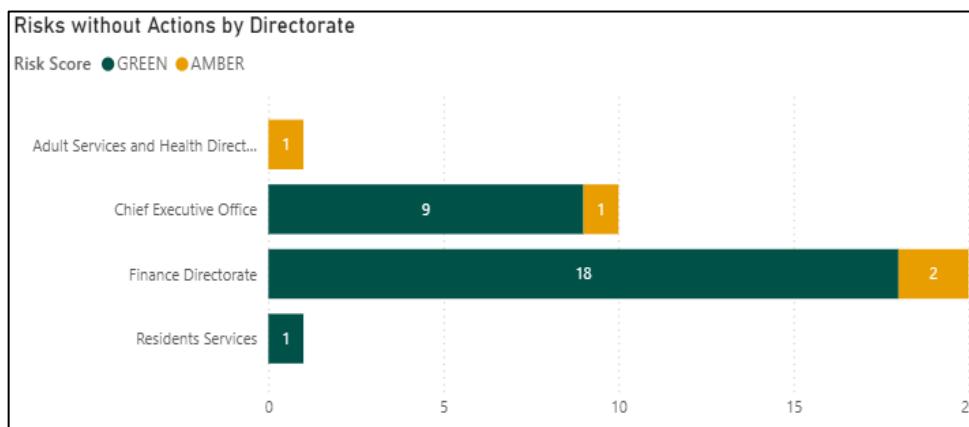


2.7 Since the last Audit Committee report there were **50 risks closed and removed from the risk register**. Fourteen related to Fraud, Loss and Error risks previously added by the Counter Fraud team and now closed as tolerated by the relevant service. The four red and 16 of the 17 amber Statutory Service Provision risks related to sourcing properties to address the housing demand in temporary accommodation. These have been closed by the Assistant Director for Housing Needs as there is a new team in place and key projects have been delivered.

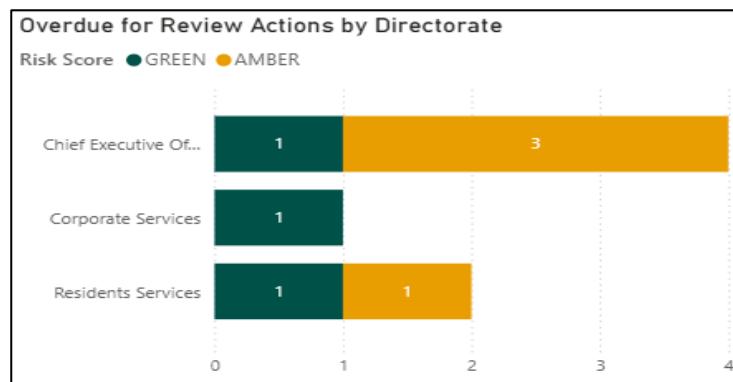


2.8 All risks added to the Risk Management System should have actions allocated to reduce the likelihood or impact of the risk. If a risk does not have actions in place to reduce the risk score it should be considered whether the current risk score is within the Council's risk appetite level and therefore it is appropriate to tolerate the risk.

2.9 As at the time of this report there were only **32 risks without actions** allocated on the risk management system. This is 14% of all risks and a significant decrease from 107 risks at the end of November 2025. This includes no red rated risks.



2.10 In total there were 257 actions allocated against risks on the system. Of these only **seven actions were overdue** for review at the time of this report (3%).



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) 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 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:	
FINMAN0007 - Insufficient capacity to meet support demand	This risk was reduced to amber as the service are currently meeting demand with agency staff to cover vacancies, and an action plan is in place to review long term requirements.
EDUSEN0006 - Removal of children from schools due to safeguarding concerns	This was a short-term risk relating to a concern raised with the service. The concerns have been addressed and therefore the risk has been reduced to green and will be closed when appropriate.
LANDB0022 - Complaint reporting and management.	This risk has been reduced to amber following the successful implementation on the JADU system and the weekly measures were proven to be working over the last six months.

PLANRE0008 - Planning, Building Control and Land Charges System (Ocella) unsupported and unfunded from Jan 2027	This risk was reduced to amber as the procurement of a new system has progressed and therefore it is expected the risk will be mitigated before the existing system becomes unsupported.
CHILSC0012 - Increasing cost of external residential provision and reduced internal resilience	This risk has been reduced to amber as action has been taken by the service to increase our alternative internal provision and foster carers numbers.
TECH0001 - Cyber Security	Cyber awareness for all staff, high profile discussions at directorate senior leadership meetings and regular reviews of performance data have lowered the likelihood of staff falling for phishing attempts therefore the risk has been reduced to amber.
LANDB0004 - Decent Homes/ Thermal efficiencies	This risk has been reduced to amber as planned investment is now in place to recover the non-decency performance. This has a positive impact on thermal efficiency.
HOUSNE0014 - Low volume of preventions achieved resulting in static or increased demand for Temporary Accommodation.	This risk was closed by the Assistant Director for Housing Needs and Homelessness as the prevention rates have increased following work undertaken by the team and new management systems.
HOUSNE0018 - Risk of being overwhelmed by NASS evictions	This risk was closed by the Assistant Director for Housing Needs and Homelessness as the performance figures show there is no evidence of increased rough sleeping, TA expenditure or officer burnout linked to HO evictions
HOUSNE0024 - Lack of Temporary Accommodation supply within capped rates will see Temporary Accommodation costs continue to rise and not meet targets savings	This risk was closed by the Assistant Director for Housing Needs and Homelessness as there has been significant work to implement capped rates and the next phase of the process is almost complete
HOUSNE0025 - Not delivering the 2025/26 Service Plan targets for private rented properties and savings.	This risk was closed by the Assistant Director for Housing Needs and Homelessness as the supply of private rented properties has improved.

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

PLANRE0006 - Heathrow Airport Expansion	This risk was already on the register however it has been upgraded from amber to red following further government announcements in relation to the expected timeline.
PUBPRO0010 - Stalled recruitment to the Private Sector Housing Team	The Private Sector Housing team currently rely on agency contractors in critical roles. If the council cannot attract competent and qualified officers there is a risk statutory duties will not be delivered without continued reliance on agency staff.
HESAFE0003 - Inadequate resource in relation to Health & Safety advice within the organisation	This risk was already on the register however it has been upgraded from green to red following a review by the service. Work is ongoing to increase compliance across the Council.

APPENDIX A: SUMMARY OF CORPORATE RISKS

CRR Risk:	30 Jun 2025	3 Nov 2025	15 Jan 2026	Last Reviewed	Next Review Due
PROCUR0025 - Financial Resilience of Contracts	Static C2	Static C2	Static C2	15/01/2026	15/02/2026
STRAF0002 - Ability to Deliver a Balanced Budget in the Short & Medium Term	Static A1	Static A1	Static A1	05/01/2026	05/02/2026
LANDB0003 - Decarbonisation	Static C2	Static C2	Static C2	13/01/2026	13/02/2026
TRSA0003 - Liquidity Risk	Static D1	Increasing C1	Static C1	12/01/2026	12/02/2026
HOUSNE0001 - High Levels of Homelessness Demand	Static C2	Static C2	Static C2	07/01/2026	07/04/2026
LANDB0011 - Housing Landlord Service - Not Meeting Regulatory Requirements	Static A2	Static A2	Static A2	07/01/2026	07/04/2026
LANDB0019 - Lone-working devices - no visiting officers within housing have lone working devices.	Static B2	Static B2	Static B2	22/01/2026	22/03/2026
PROPER0001 - Disposal Programme	Static D1	Static D1	Static D1	16/01/2026	16/02/2026
PROPER0011 - Insurance Valuations	Static A1	Static A1	Static A1	13/01/2026	06/04/2026
PENS0011 - Failure of the pool in management of funds / access to funds	Static D1	Static D1	Static D1	04/11/2025	04/02/2026
LANDB0021 - Compliance IT systems and reliance on spreadsheets	Static C2	Static C2	Static C2	08/12/2025	08/03/2026
LANDB0026 - Rent increasing because of operating model and structure of the line management.	Static B2	Static B2	Static B2	26/01/2026	26/02/2026
LANDB0025 - There is concern in all areas of the service with Data Quality and Performance analysis.	Static B2	Static B2	Static B2	26/01/2026	26/02/2026
ASSETS0018 - Upcoming Regulatory Compliance and Enhanced Operational Efficiency	Static C2	Static C2	Static C2	19/01/2026	19/03/2026
BUSTRA0002 - The transformation programme required to deliver significant savings in order for the Council to achieve a balanced budget.	Static C2	Static C2	Static C2	22/01/2026	22/07/2026
RESIDE0001 - Risk of contractor failure and/or increasing costs of providers delivering statutory or critical services		New B2	Static B2	07/01/2026	07/04/2026
GREENS0029 - Lack of compliance with the approved Tree strategy		New B2	Static B2	27/01/2026	27/02/2026
GREENS0031 – non-compliant with our approved tree policy		New C2	Static C2	13/01/2026	13/02/2026
ENVIRO0005 - Cremation service		New C2	Static C2	13/01/2026	13/02/2026
PLANRE0006 - Heathrow Airport Expansion			Increasing D1	10/11/2025	10/02/2026
PUBPRO0010 - Stalled recruitment to the Private Sector Housing Team			New C2	07/01/2026	07/02/2026
HESAFE0003 - Inadequate resource in relation to Health & Safety advice within the organisation			Increasing C2	19/01/2026	19/04/2026

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						
	Financial:	Small (4)	Medium (3)	Large (2)	Very Large (1)	
		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		
		First Aider required	Broken Bones/Illness	Loss of life / Major illness	Major loss of life / large scale major illness	
	Health & Safety:	Negative morale	Some hostility / minor non cooperation	Industrial action	Mass staff leaving	
		Minor Letters	Adverse local media	Adverse national publicity	Remembered for years	
	Government Relations:	Poor assessment		Service taken over temporarily	Service taken over permanently	