

# Strategic Risk Register

28 January 2026



**HILLINGDON**  
LONDON

[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

## Risk Description

C1

Social care market conditions has resulted in inflated costs and lack of choice for residential and IFA care options for Looked After Children. This results in a significant risk to financial stability of Children's Services and the Council as a whole. It also poses a risk to regulatory outcomes for children.

In SEND, primary legislation promoting parental choice coupled with limited provision for ASD conditions increases reliance on INMSS which creates a financial risk.

## Service Strategy

1. DSG Recovery Plan
2. SEND Improvement Plan
3. Fostering Transformation Programme
4. Charville Residential Project
5. CWD Respite Project
6. Care Offer
7. Social Work Delivery Model

## Targets And RAG

Children's	SEND
High-Cost Residential Placements (Target <19)	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>
Mother & Baby Placements (Target <5)	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>
Future Demand Indicators:	
No. Unaccompanied Asylum-Seeking Children	<span style="background-color: #ffcc00; color: black; padding: 2px 10px; border-radius: 5px;">Amber</span>
No. Looked After Children	<span style="background-color: #ffcc00; color: black; padding: 2px 10px; border-radius: 5px;">Amber</span>
No. Referrals	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>
No. Child Protection Plans	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>
Future Demand Indicators:	
No. Needs Assessment – Agreed to Assess	<span style="background-color: #ffcc00; color: black; padding: 2px 10px; border-radius: 5px;">Amber</span>
No. EHCPs	<span style="background-color: #ffcc00; color: black; padding: 2px 10px; border-radius: 5px;">Amber</span>
Needs Assessment Requests	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>
Directorate Customer Complaints	<span style="background-color: #6aa84f; color: white; padding: 2px 10px; border-radius: 5px;">Green</span>

**Risk Description****D2**

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.

**Service Strategy**

1. 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
2. Submit a fully complete BCF Assurance document within the required timelines
3. Implement and monitor the outputs of technology projects to inform future service transformation and enhance outcomes for residents in Adult Social Care.

**Targets And RAG**

Placement Costs	<div style="width: 100%; background-color: #6aa84f; height: 10px;"></div>
Average Payment by Placement	<div style="width: 100%; background-color: #6aa84f; height: 10px;"></div>
Residents in Home Care	<div style="width: 100%; background-color: #6aa84f; height: 10px;"></div>
Active Services	<div style="width: 100%; background-color: #f9a86a; height: 10px;"></div>
Directorate Customer Complaints	<div style="width: 100%; background-color: #f9a86a; height: 10px;"></div>

## Risk Description

C2

In line with the London picture, demand from homeless households in Hillingdon remains high and has increased by more than 50% since 2022/23. The unit cost of interim accommodation is rising by up to 30% per year. The rise in homelessness is due to the changing market conditions, the high purchase cost of homes and high rental costs combined with the Borough being a port authority with the associated infrastructure which leads to Hillingdon experiencing a higher relative level of need than many other Boroughs. The competing demands on social housing providers to improve the condition of their existing homes is also re-directing resources away from providing new housing supply.

The lack of affordable housing puts significant pressure on the Council's finances and ability to meet its statutory responsibilities in this area. Insufficient supply of affordable good quality housing in both the private and public sector can lead to a detrimental impact on the health, wellbeing and educational attainment of residents.

## Service Strategy

- increase proactive, homeless prevention actions with those evicting, to reduce levels of homeless presentations (reduce by 25 placements per month)
- implement a price cap for all TA nightly charged placements
- secure 100 new leased properties for use as TA in 2025/26
- increase the supply of private rented accommodation by 25 units (total=349 units in 25/26 for general fund placements)
- increase the supply of social rented homes available to homeless households, to include delivery of 245 new LBH properties in 2025/26.

## Targets And RAG

By 31 March 2026, no more than 64 households in nightly charged temporary accommodation.	
No more than 50 new nightly charged TA placements per month (baseline = 75 in 2024/25)	
Zero temporary accommodation tenancies above the price cap (baseline = 327 March 2025)	

## Risk Description

C1

The Council has faced a number of funding and economic and demand-led pressures over a number of years which have all placed increasing pressure on the Council's financial position. In order to address this, the Council now has a savings programme which is higher than it has ever achieved in the past, with £34m of new savings and £4.8m carried forward from 2024/25 still to be delivered. The Council also ended 2024/25 with an unacceptably low level of general and controllable earmarked reserves, such that it will be unable to mitigate any unforeseen financial shocks. As at month 5, the Council is forecasting an overspend of c£30m which would take it into negative reserves, which cannot be left unaddressed. A key driver in this forecast overspend is that the savings programme is not on track with many savings now rated red or determined as undeliverable. Mitigations will need to be found but will not be sufficient to offset this. The general contingency budgeted for at £10.5m has been fully released leaving no further budgetary flexibility to address the overspend.

The Council has therefore applied to MHCLG for Exceptional Financial Support (EFS) and is in substantive discussions with MHCLG, both written and verbal, and is awaiting a formal response. On the basis that MHCLG is currently considering this and assuming that it would agree (confirmation expected in February 2026), the S151 Officer is not currently minded to issue a S114notice.

## Service Strategy

- EFS application submitted in December, updated version to be submitted by end January 2026
- Financial Modernisation and Improvement Programme - ongoing
- Tighter spending controls – now in place and communicated with staff
- The capital programme bids for 26/27 have been reduced as part of the MTFS process; transformation spend has been reviewed as part of the 25/26 monitoring process; asset disposal strategy now sits under the Land & Property Board and sites continue to be proposed to Cabinet for approval to dispose.

## Risk Description

C3

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.

## Service Strategy

- Digital transformation programme.