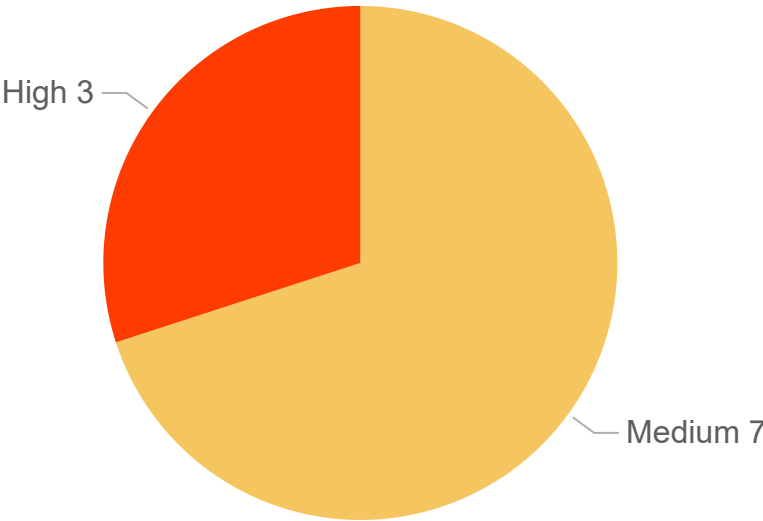## LB Havering Strategic Risk Register Report - January 2025

Havering uses a 5 x 5 matrix to plot Likelihood and Impact. The green shaded (score 1 to 5) area on the matrix shows the risks where there is good control and the Council should be comfortable with the risk. Risks in the amber (score 6 to 12) and red zones (score 15 to 25) are those over which closer control is needed.

The Strategic Risk Register currently has 10 risks.
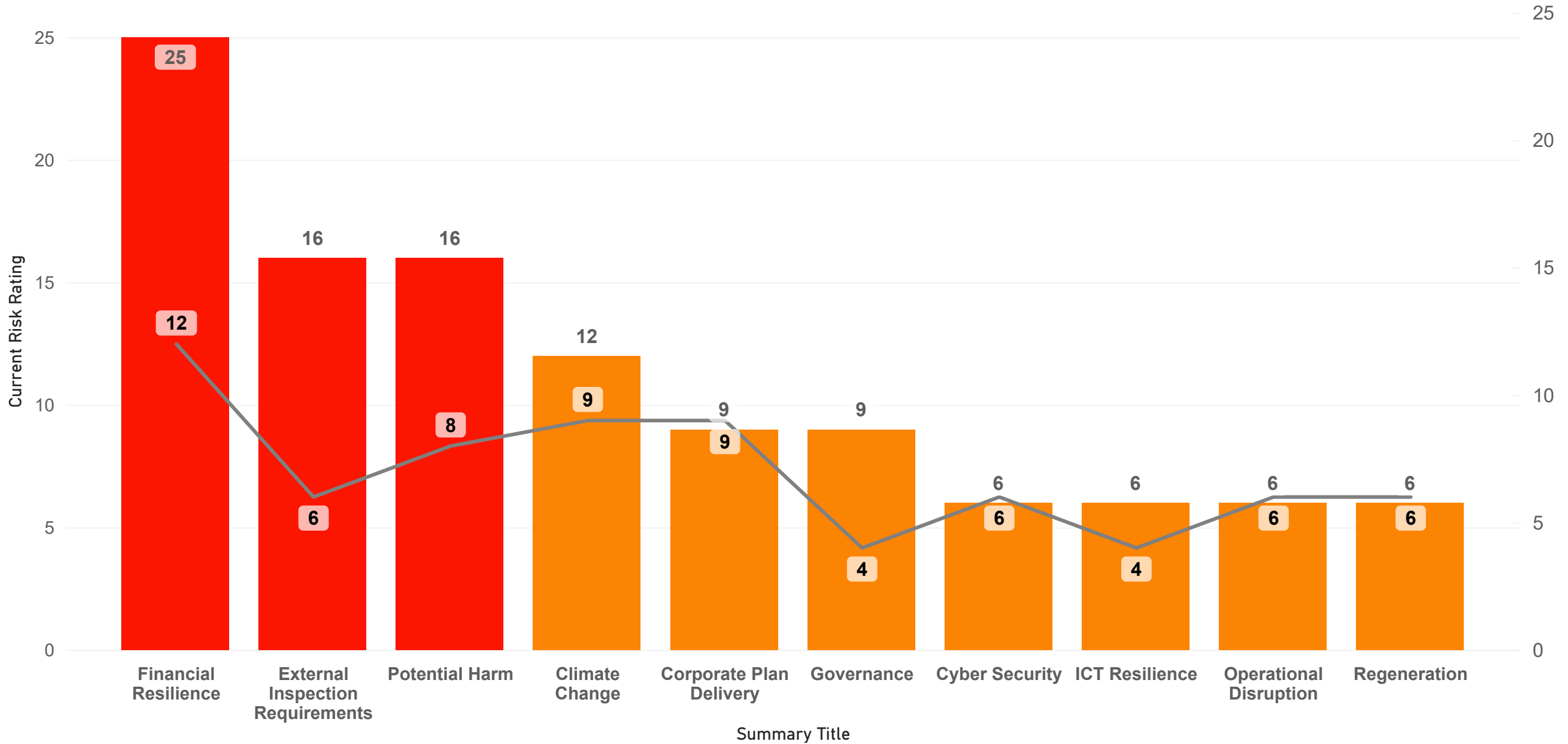

Strategic Risk Register Overview

High 3

Medium 7

Strategic Risk Register

Risk Ref	Risk Title & Description	Current Risk Rating ▲	Target Risk Rating	Last Review Date	Review Date
HAV0023	External Inspection Requirements - conditions attached to the Capitalisation Direction inc. an external assurance arrangement to review the effectiveness of our Financial Management arrangements, extending to a review of our governance and decision making processes. Terms remain to be defined by MHCLG. Additional inspection and reporting requirements following on from 2024 Ofsted review, CQC reviews and Housing Inspectorate. The Council's in-year savings targets may impact on delivery of priorities if not achieved.	High	Medium	December 2024	March 2025
HAV0005	Financial Resilience - Inability to deliver a balanced budget	High	Medium	December 2024	March 2025
HAV0006	Potential harm to people we owe a duty of care	High	Medium	December 2024	April 2025
HAV0024	Culture, governance, capacity and knowledge	Medium	Low	December 2024	June 2025
HAV0007	Failure to adapt to the potential impacts of climate change and meet Council's carbon neutral ambition for 2040	Medium	Medium	December 2024	March 2025
HAV0013	Failure to deliver strategic corporate priorities set out in the Corporate Plan - The Council's in-year savings targets may impact on delivery of priorities if not achieved.	Medium	Medium	December 2024	February 2025
HAV0015	Regeneration (Shaping the Future of the Borough) - impact of costs inflation, social change and economic downturn.	Medium	Medium	December 2024	March 2025
HAV0002	Significant operational disruption to the Council's critical services. Operational disruption caused by loss of or impairment to key resources supporting the Council's critical services and insufficient BCP/EP on place to deal with the consequences.	Medium	Medium	December 2024	March 2025
HAV0004	Technology: Cyber Security (Technical Controls and Platforms), Information Security and Risk Management	Medium	Medium	December 2024	March 2025
HAV0020	Technology: ICT Resilience and Legacy Systems - The Council's ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.	Medium	Low	December 2024	March 2025

Progress Towards Target Risk Rating

Target Risk Rating ----------

Current Risk Rating

Summary Title	Current Risk Rating	Target Risk Rating
Financial Resilience	25	12
External Inspection Requirements	16	6
Potential Harm	16	8
Climate Change	12	9
Corporate Plan Delivery	9	9
Governance	9	4
Cyber Security	6	6
ICT Resilience	6	4
Operational Disruption	6	6
Regeneration	6	6

High		Medium
High Current Risk Rating	**HAV0005**	**Medium** Target Risk Rating

Financial Resilience - Inability to deliver a balanced budget

Mitigation Summary	Status ▲
Lobby the Government at every available opportunity	In Progress
The Council continues to review its structure	In Progress
The Council recognises the need to continue to develop savings proposals in order to help balance the budget.	In Progress
The Council reviews and reprofiles the Capital programme on a quarterly basis through the year.	In Progress
The Council has developed action plans to mitigate and reduce the in-year overspend	Ongoing
The MTFS is updated on a regular basis to define the potential budget gap for the following year.	Ongoing

High
Current Risk Rating

HAV0006

Medium
Target Risk Rating

Potential harm to people we owe a duty of care

Mitigation Summary	Status
A Quality Assurance Framework provides a risk based approach to the care market	In Progress
Adults and Children's Social Care (ASC) - Resilience business case to address staffing pressures	In Progress
Appropriate and effective safeguarding processes and arrangements in place for children and adults	In Progress
Broad range of targeted training available to social care staff and managers to ensure all are properly equipped.	In Progress
Children's Services benchmarking through the London Innovation and Improvement Alliance performance dataset	In Progress
Council's cost of living response to mitigate financial pressures on residents	In Progress
Involvement in the LIIA Recruitment microsite and London Pledge work	In Progress
Monitoring and continuation of early help and intervention work where possible, in line with model of practice	In Progress
Monitoring of demand via referrals to Multi-Agency Safeguarding Hub (MASH)	In Progress
Quality process in place including contract monitoring for framework and residential providers	In Progress
Recruitment processes underway for Social workers in Havering	In Progress
Regular Review of Safeguarding caseloads across teams	In Progress
Regular Safeguarding and Oversight meeting chaired by AD Adult Safeguarding and AD Children's services	In Progress
Residential and nursing home safeguarding training	In Progress
Robust Adults Establishment Concerns & Failure Procedure and Guidance	In Progress
Robust process to escalate cases to MARAC ensuring partnership approach	In Progress
Robust Quality Assurance Framework and learning through Rapid reviews and learning dissemination in Children's Services.	In Progress
Safeguarding Adult Team attend Team Meetings to provide relevant updates around key topics such as MCA or DV	In Progress
Safeguarding Adults Board (SAB) and Local Safeguarding Partnerships (for Children) in place	In Progress
Safeguarding Policies and Guidance are reviewed and updated	In Progress
Sharing of information and intelligence with other Local Authorities at the Local Adults Quality and Safeguarding Group (monthly	In Progress
Staff are appropriately supervised to be able to carry out their roles to a high standard	In Progress
Strong links with CQC with early notification of problems with providers	In Progress
Training in Multi Agency Safeguarding Hub	In Progress
Transparent and robust Guidance for Suspension of Placements with adults providers	In Progress

High	HAV0023	Medium
Current Risk Rating		Target Risk Rating

External Inspection Requirements - conditions attached to the Capitalisation Direction inc. an external assurance arrangement to review the effectiveness of our Financial Management arrangements, extending to a review of our governance and decision making processes. Terms remain to be defined by MHCLG. Additional inspection and reporting requirements following on from 2024 Ofsted review, CQC reviews and Housing Inspectorate.
The Council's in-year savings targets may impact on delivery of priorities if not achieved.

Mitigation Summary	Status
Implementation of the MHCLG productivity, improvement and transformation plans	In Progress
Peer Reviews carried out or CQC and Housing Inspectorate	In Progress
Ofsted Inspection - Improvement Plan ongoing	Ongoing

Medium
Current Risk Rating

HAV0007

Medium
Target Risk Rating

Failure to adapt to the potential impacts of climate change and meet Council's carbon neutral ambition for 2040

Mitigation Summary	Status ▲
Havering Climate Change Action Plan 2024-2027 - Endorsement at Cabinet	Implemented
Inclusion in Business Continuty and Emergency Plans	Implemented
Introduction of Havering Climate Change Action Plan 2021	Implemented
Implementation of Havering Climate Change Action Plan 2024 - first year review	In Progress
London Climate Resilience Review July 2024 - Risks cross ref with action plan	In Progress

Medium
Current Risk Rating

HAV0013

Medium
Target Risk Rating

Failure to deliver strategic corporate priorities set out in the Corporate Plan - The Council's in-year savings targets may impact on delivery of priorities if not achieved.

Mitigation Summary	Status ▲
A full review of the 2023/24 agreed Corporate Plan was undertaken.	Implemented
Engagement Strategy active and implemented	Implemented
Implement service planning to deliver Strategic Priorities	Implemented
Transparent communication to support revised Corporate Plan.	Implemented
Implementation of the DLUHC productivity, improvement and transformation plans	In Progress

Medium Current Risk Rating	**HAV0024**	**Low** Target Risk Rating

Culture, governance, capacity and knowledge

Mitigation Summary	Status ▲
People Strategy Refresh in 2025	In Progress
Review of Significant Governance Issues arising from AGS via ELT	In Progress
Governance and Compliance Culture as a rolling programme of work in the Internal Audit Plan 2024/25	Ongoing

Medium
Current Risk Rating

HAV0002

Medium
Target Risk Rating

Significant operational disruption to the Council's critical services.
Operational disruption caused by loss of or impairment to key resources
supporting the Council's critical services and insufficient BCP/EP on place to
deal with the consequences.

Mitigation Summary	Status
Corporate Business Continuity Plan and individual service area Business Continuity plans held and updated by services.	Implemented
Alignment of outages to scenarios	In Progress
Applications Audit	In Progress
BCP Transformation Project	In Progress
Corporate Business Continuity Plan outlines critical service for initial priorities with included service time scales.	In Progress
CRR linked to the London Risk register on relating risks, for example R72, R73 and R103 for societal associated risks	In Progress
Disaster Recovery Capabilities Verification	In Progress
Due diligence in advance of contract awards	In Progress
Individual incident plans for specific scenario for example, Multi-agency flood plan, Excess Deaths Plan, Severe Weather Lon	In Progress
Major Emergency Plan in place within organisation to mitigate the initial impacts of these types of events	In Progress
Monitoring of the Reablement Contract	In Progress
Regular review of market rates, in consultation with local providers and uplifts applied as appropriate	In Progress
Regular updates of plans and testing and exercising associated risks.	In Progress
Work with Care Providers Voice, workforce professionals and other partners	In Progress

Medium
Current Risk Rating

HAV0004

Medium
Target Risk Rating

Technology: Cyber Security (Technical Controls and Platforms), Information Security and Risk Management

Mitigation Summary	Status
Capacity in Information Assurance Team	Implemented
Cyber Security - Technical Controls & Platforms: Cyber Security Programme	Implemented
Cyber Security – Technical Controls & Platforms: Security Operations Centre Provision	Implemented
Information Governance Board Oversight	Implemented
Policy Review and Update	Implemented
Training Provision	Implemented
Cyber Security – Technical Controls & Platforms: Network Refresh Programme	In Progress
Review of Asset Registers and Owners	In Progress

Medium
Current Risk Rating

HAV0015

Medium
Target Risk Rating

Regeneration (Shaping the Future of the Borough) - impact of costs inflation, social change and economic downturn.

Mitigation Summary	Status ▲
Covid focused mitigations	Implemented
Review of affordable housing products to maximise external grant/income opportunities.	Implemented
Annual Business Plan refresh reviews financial viability of JVs.	In Progress
Active and Pipeline Schemes are reviewed at Regeneration Officer Board.	Ongoing
Adjust delivery programmes, where appropriate, to respond to the market cycle.	Ongoing
Ensure adequacy of scheme contingency allowances.	Ongoing
Financial risks are included in each Regeneration Officer Board report for each scheme. ROB is chaired by the s151 Officer.	Ongoing
Greater focus on scheme viablity at a project level.	Ongoing
Increased monitoring of economic conditions.	Ongoing
Project risks in Verto link in with Directorate Risk Register	Ongoing
Regeneration scheme budget forecasts are updated in PBCS monthly, capital forecasts are reported quarterly to Themed Board.	Ongoing
Review for a possible need to adjust the tenure mix (a possible mitigation to viability challenges).	Ongoing

Medium
Current Risk Rating

HAV0020

Low
Target Risk Rating

Technology: ICT Resilience and Legacy Systems - The Council's ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.

Mitigation Summary	Status ▲
Application Rationalisation	In Progress
Applications Audit	In Progress
Backup systems for client case recording systems – Liquid Logic LAS, LCS and EHM	In Progress
Digital Strategy	In Progress
Disaster recovery testing	In Progress
Replacement IT backup solution procurement and implementation	In Progress
Review of Disaster Recovery capabilities	In Progress
Vendor contracts - Contacts register created for all contracts managed by one source IT.	In Progress