



Finance and Resources
Newington Barrow Way, London N7 7EP

Report of: Corporate Director Resources

Meeting of	Date	Agenda Item	Ward(s)
Audit Committee	23 rd January 2018		

SUBJECT: Principal Risk Report 2017/18 Update

1. Introduction

- 1.1. This report presents an update on the principal risks facing Islington in 2017/18. It has been prepared for the Audit Committee, and is an update to the Principal Risk Report considered in June 2017.
- 1.2. Appendix A presents :
 - An executive summary detailing principal risks and trends since the last update to Committee,
 - The Council's current risk map,
 - The principal risk report, which provides an update for each risk, detailing recent developments and key mitigating actions underway.
- 1.3. For each risk detailed in the report, there are a number of control mitigations in place. This report provides an update on key actions underway, but does not detail all of the controls (mitigations) already in place.
- 1.4. In recognition of the learnings from Grenfell, a new risk has been added to the principal risk report i.e. Serious H&S incident in housing stock.
- 1.5. A further additional principal risk has been added in relation to Welfare Reforms, in recognition of the impending implementation of the Universal Credit.
- 1.6. Since our last update to Committee, we have removed the principal risk related to the future of affordable housing, as both the high value voids levy and the fixed term tenancies no longer seem to be a priority for the government. The risk will continue to be monitored at departmental level.

2. Recommendations

- 2.1. Committee is asked to note and review the principal risks along with the mitigating actions underway.

3. Implications

3.1 Financial Implications

The programme of work has been met from within the existing Internal Audit revenue budget.

3.2 Legal Implications

There are no known legal implications arising from the recommendations in this report.

4. Conclusion and reasons for recommendations

This report indicates the Council's activity to identify, monitor and mitigate principal risks.

Final report clearance

Signed by: Mike Curtis



Corporate Director Resources

Date 21/12/17

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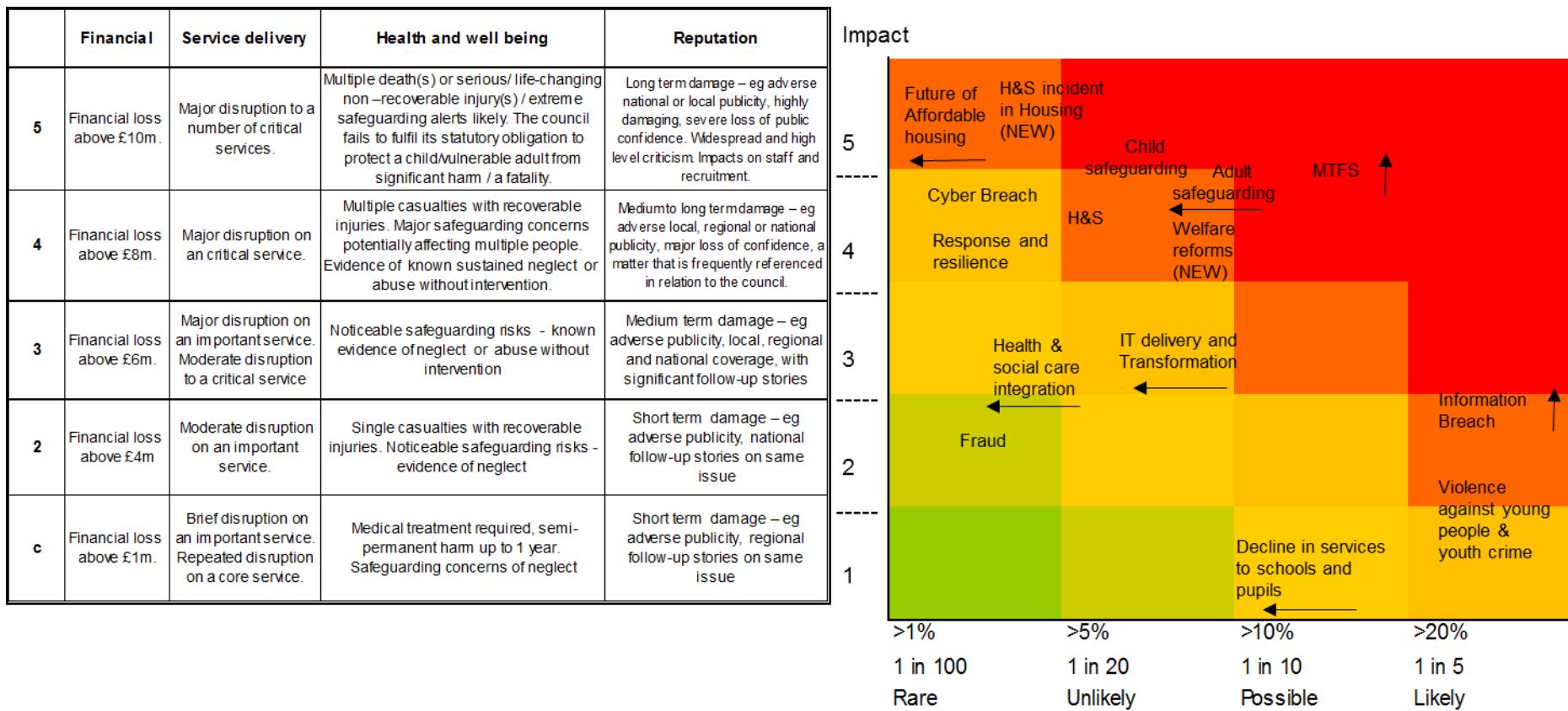
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Appendix A Executive summary of the principal risks

Area	Principal risk	CMB Sponsor	Trend May 17	Trend Dec 17	Comment on change in trend
H&S	Serious H&S incident in housing (NEW)	S McLaughlin	-	NEW	
	Health and safety	M Curtis			-
	Response and resilience	K O'Leary			-
Financial	Financial strategy	M Curtis			The Council currently predicts an overspend for the year
Strategic	IT delivery and transformation	M Curtis			-
Service delivery	Safeguarding adults	S McLaughlin			Reflects improved controls
	Safeguarding children	C Littleton			-
	Decline in services to schools and pupils	C Littleton			Expected funding for School and High Needs funding announced in Sept 2017 for 2018-19 provided some relief to expectations
	Violence against young people and youth crime	C Littleton			-
	Future of affordable housing*	S McLaughlin			Removed from principal risk report - High Value Voids no longer seems a government priority
	Health and social care integration*	S McLaughlin			The Wellbeing Partnership is underpinned by strong relationships and governance.
	Welfare reforms (NEW)	S McLaughlin	-	NEW	-
Compliance and Governance	Serious information breach or non-compliance with legislation	M Curtis			Reflects the increasing impact of non-compliance
	Serious fraudulent activity	M Curtis			-
	Cyber breach	M Curtis			-

Principal Risk Map 2017-19 (for discussion)



Principal risk report

Risk
Trend since May 17

Recent developments, progress & concerns

Actions

Risk Trend since May 17	Recent developments, progress & concerns	Actions
Serious H&S incident in housing	<p>The council continues to ensure compliance with all H&S regulations: fire, electrical, gas, asbestos, legionella (water hygiene) and construction safety. The homes and estates safety board, with an independent chair, continues to meet quarterly and scrutinise our H&S approach and processes. A member of the fire brigade sits on the board.</p>	We will replace the cladding on Braithwaite this spring, while we are on site with cyclical improvement work. S.Kwong
There is a risk of a H&S incident in the council's housing stock could cause multiple fatalities. NEW	<p>In recent months, we have reviewed our fire safety measures, in the wake of the Grenfell catastrophe. We have published fire risk assessments for 10 and above stories on our website. Cladding samples were taken from 8 blocks in 3 locations and only cladding from Braithwaite house was found to contain ACM. All ACM cladding has now been removed.</p>	We are in liaison with DCLG on further remediation for Hungerford Road. We are likely not to have a definitive position on the cladding until after the Hackitt review of building regulations. A. Layton
Significant H&S incident	<p>Schools: Auditing of schools has continued with no major issues raised. All non-conformities from previous audits have been closed out with support for schools adviser.</p> <p>A recent council prosecution (February) by the HSE for breaches under section 3 of the H& S act within a school. D & T audits of all secondary schools have been undertaken and adviser for schools is now working with schools to address any actions outstanding.</p> <p>Asbestos: Created a council wide asbestos database, is now at testing stage and will be implemented in April 2018. Risk assessment module also at testing stage and due to be rolled out in April 2017.</p> <p>Legionella: Internal audit will be carrying out an audit of water hygiene in Q4 17-18 to ensure actions recommended by the external auditor have been implemented.</p> <p>Drugs and alcohol testing has now been in place for over a year and we are now reviewing whether to widen the tests to safety critical roles 3 as well as 1 and 2.</p> <p>The corporate health and safety policy and annual report have been agreed by CMB and will now be sent to Joint Board for approval.</p> <p>Corporate Risk register has been reviewed and updated to reflect current risk ratings.</p> <p>Law register has been reviewed and updated to ensure CHS are covering all H & S legislation in our policy and procedures.</p> <p>Auditing has been carried out within Estate Maintenance, Receptions Centres, Concierge services and adult social care with no major issues highlighted. Minor non-conformities have been closed down with support from the housing adviser.</p>	<p>Fire Safety audit completed on the 16th December 2017. Report will be issued by the 30th January 2018 to Corporate Health and Safety.</p> <p>H & S continue to audit all primary schools on 2 yearly basis and secondary schools on an annual basis. All school audits are up to date. Adviser for schools is supporting all schools to close out any outstanding actions.</p> <p>Gas and Electrical safety audit to start on 6th January 2018 and the report will be issued to Corporate Health and Safety by the 28th February 2018. (delayed from Q3). D Lewis</p> <p>Occupational health and safety management system is due for review in Q4. D Lewis</p> <p>Children's Services to be audited by external auditors in January 2018. D Lewis</p>

Risk Trend since May 17	Recent developments, progress & concerns	Actions
Responsiveness and resilience	<p>Response to Finsbury Park terrorist incident tested critical processes and response</p> <p>Expanded the emergency management co-ordination capacity by adding an additional LALO to the on call rota (bringing the total to 3 at any one time) as a result of our post- Grenfell Review</p> <p>Demonstrated our ability to provide mutual aid by sending EPOs and LALOs to Camden and Kensington & Chelsea to support their incident response teams.</p> <p>Preparing for an emergency exercise to test provision of critical services out hours to LBI tenants.</p> <p>Comprehensive review of Rest Centre Plan completed</p> <p>Emergency generator at 222 Upper St installed, but not yet connected nor tested.</p> <p>Longer term challenges include:</p> <ul style="list-style-type: none"> • Responding to demand for protective security advice • Impact of change and staffing issues in Shared Digital Services <p>Completed review of Emergency Planning and team now fully staffed</p> <p>Updated Crisis Response Plan agreed by CMB</p>	<p>Implement outstanding actions arising from the audit of business continuity including the need for critical services to have appropriate out of hours arrangements to respond to incidents – Q3 2017/18 (Corporate Directors)</p> <p>Reviewing Directorates updated business impact assessments and business continuity plans – Q3&4 2017/18 (EPU)</p> <p>Review and update Business Continuity Policy and Business Continuity Plan (EPU Q3&4 2017/18)</p> <p>Connect and test emergency generator (Shared Digital Services)</p> <p>Plan major Emergency Exercise – June/September 2018</p> <p>Annual Report on lessons learnt from Emergency Planning and Business Continuity exercise May 2018</p>

Risk Trend since May 17	Recent developments, progress & concerns	Actions
Financial Strategy The Council fails to balance the Council's budget over the medium term – including making cash savings. 	<p>The increasing trend reflects the following</p> <ul style="list-style-type: none"> - A further £50m of savings needs to be found between 2018 and 2020, following the delivery of £170m savings since 2010. - Over the summer of 2017, service pressures increased. Particularly in children's services where demand and cost has rapidly increased and adult social care where demand continues to increase above the additional funding provided by the government. However mitigating actions have been taken and the overspend is coming down and we have balance the budget for 2018/19 <p>Many of these pressures impact on 2018/19 and together with new pressures forecast mean that the Council predicts a further requirement of c£16m to balance its budget for 2018/19 after already finding £16m of savings.</p> <p>The General Fund balance was reduced from 5% to 4% as part of 2016/17 budget. When added to available earmarked reserves the council estimates it has only £15m to cope with budget pressures and other unavoidable demands.</p> <p>Other financial liabilities, as yet unquantifiable are appearing on the horizon, such as the financial burden of the new homelessness act and the financial consequences of the historic child abuse inquiry.</p> <p>The HRA faces challenges from the impact of: welfare reforms such as the benefit cap and roll out of Universal credit (October 2018) which will impact the poorest residents, and potentially lead to rent arrears. Rent arrears are currently just 1%. However, the two Universal Credit pilots (Croydon and Hounslow) both experienced an increase in rental arrears.</p> <p>Brexit Negotiations: if the predictions of an economic slowdown prove correct, local income targets may be impacted in environment and regeneration, and the central government could choose to increase borrowing, raise taxes, or reduce public spending over that already planned. A concern is the devaluation of sterling, which could lead some suppliers to raise prices. As yet this has not occurred.</p> <p>There is also a risk to the local economy from the significant increase in business rates in Islington. The Council bears 30% of any loss in income. While the government has provided some relief and the council has established a local relief scheme, the impact on businesses is still severe.</p>	<p>Council-wide action</p> <ul style="list-style-type: none"> • The corporate management board and the Executive are monitoring the 17/18 budget on a monthly basis focussing particularly on departmental management action to reduce overspends. March 2018 - Corporate Directors • An Outcome Based Budgeting process has been introduced in 2017 to provide a robust framework to achieve the significant savings required over the medium term January 2019- Corporate Directors <p>Frontline spending and demand management actions include:</p> <ul style="list-style-type: none"> • New commissioning arrangements for 16 and 17 year old young people are under development, which will reduce reliance on spot purchased provision for this cohort and reduce spend. C Littleton • Tailor the amount of care offered to people who are eligible for social services support, while maintaining adult social care Outcomes. S McLaughlin

Risk Trend since May 17	Recent developments, progress & concerns	Actions
IT delivery and transformation	<p>CMB have undertaken an extensive review and prioritisation of digital and ICT work demand. As part of this, a process of ongoing CMB review has been put in place, which will ensure that the programme remains focused on what matters most for Islington.</p> <p>Supporting this, a new Shared Digital Senior Leadership Team has been recruited including an Assistant Director responsible for the service in Islington. The governance model for the shared service has also been reviewed. The proposed changes are being considered at the Executive in January (and at the Camden and Haringey Cabinets in the same cycle). The governance proposals retain a joint committee model, streamlined through adoption of a single governance framework for the service.</p> <p>The officer governance is also being streamlined with a Strategic Portfolio Management Board proposed to oversee the service, aligned with the new SLT and change theme boards.</p> <p>As part of this wide proposal around governance change theme boards are being introduced. These will be led by senior officers from Islington, Haringey and Camden and will ensure that prioritisation is fair and transparent.</p> <p>Significant progress has been made in completing prioritised 'legacy' projects, and in parallel on significant infrastructure developments including data centre consolidation, the introduction of Office 365, and re-tendering of mobile telephone contracts. These enabling projects are anticipated to deliver £1.5m of annual savings.</p>	<p>Baseline analysis of the portfolio of work, service specification, budget due diligence, and resource availability completed, ongoing process now being embedded. E Garcez</p>
There is a risk we do not deliver IT projects which will enable/optimise business transformation across the Council		<p>Consideration and a decision on the new governance proposals February 2018. Implementation subject to the detail of the decision, anticipated by Q3 2018/19 for the recommendation to the Executive (and Cabinets). E Garcez</p>
Safeguarding adults at risk of abuse	<p>We have commissioned an independent review of social work in the Mental Health Trust and await the final report. Actions will follow, however there is already a recognition that assurance in safeguarding in mental health trust can be improved. The actions reflect this.</p> <p>Two care homes remain in serious concerns, and another has just come out of serious concerns. We are continuing to work with them, and provide support.</p> <p>Regular meetings with Care Quality Commission (including local and regional inspectors) continue to identify any wider concerns about a provider, so that any proposed actions can be appropriately co-ordinated</p> <p>Information from safeguarding alerts/outcomes and contract monitoring findings will be brought together for discussion in the senior management team to enable identification of any patterns or trends in an individual provider. This has happened and is an ongoing feature.</p> <p>A Best Practice Hub for Social Workers was being developed by the Principal Social Workers to support practice and continuing professional development. This work halted due to the post being vacant, however the new Principal Social Worker is due to start in January 2018.</p>	<p>Work is underway to assess the cost of delivering the CMB prioritised programme, and refine the early high-level business cases for the projects in the programme .The first costed baseline to deliver the first iteration of the CMB prioritised programme will be completed by the end of January 2018 and, alongside this, officers will refine the early high-level business cases for the projects in the programme. Jo Barker</p>

Risk Trend since May 17	Recent developments, progress & concerns	Actions
Safeguarding children	<p>Risk of safeguarding procedures not followed which would contribute to ineffective protection of children and parents causing significant harm to a child</p> <p>There was an Ofsted inspection of Islington's Safeguarding and Looked After Children's Services in May 2017. Islington was found to be 'Good' in all areas and 'Outstanding' in terms of Leadership and management. This has provided strong reassurance about the quality of services to children and the management of risk in terms of abuse and neglect.</p> <p>As part of the ongoing development of Motivational Social Work, as the model of intervention, there are robust quality assurance mechanisms in place across Children's Social Care and Early Help. These include a monthly Practice and Outcomes Board, where performance, outcome data and audit activity is scrutinised. This was put in place in June this year following a review of existing QA mechanisms, as a better way of building accountability and ownership of practice across the system. Further, since April 2017, a system of Practice Weeks was introduced, as a way of ensuring the senior leadership team is closer to practice on the ground. There are 2 Practice weeks per year, where the whole senior management team undertake audit and scrutiny of casework, working alongside practitioners and managers, focussing on the quality of practice and risk management.</p> <p>Since December 2016, there has been a robust Workforce Strategy in place, which is aimed at reducing reliance on agency social work staff. This includes the development of Step Up to Social Work and Frontline programmes, which are now in progress.</p>	<p>Actions arising out of audit and scrutiny of the Monthly Practice and Outcomes Board will be addressed as they arise. F Culbert</p> <p>Ofsted action plan to be implemented. F Culbert</p> <p>Ofsted implementation plan progress to be reported to the Safeguarding accountability board. F Culbert</p> <p>Regular safeguarding accountability meetings to continue to be held to hold progress to scrutiny of members and Chief Executive. F Culbert</p>
Decline in services to schools and pupils	<p>There is a risk of an unmanaged decrease in services due to decline in school, high needs and Early Years funding</p> <p>Expected funding for School and High Needs funding announced in Sept 2017 for 2018-19 provided some relief to expectations. The High needs funding budget is now expected to rise but not enough to keep up with inflation and demographic growth. The schools funding formula means no school will lose funding in cash terms per pupil, though obviously inflationary pressures continue.</p> <p>This means the pressure on the DSG High Needs budget is forecast at £1m per annum, with a further shortfall in funding for pupil and school support services of £750k in 2018/19. We have undertaken an overall review of the DSG in Islington with Schools Forum, its sub groups and have made substantial progress in addressing the shortfall in funding for high needs in 2018/19</p> <p>The service business development plan has been developed to support the growth of the business in other markets to mitigate loss of income and ensure service viability.</p>	<p>Review of the funding for pupil and school support services is underway to address the shortfall in funding for those services. Schools Forum will formally agree funding allocations in January and funding will change from April 2017. M Taylor</p>
Violence against young people and youth Crime	<p>There is a risk that the council fails to respond adequately to and prevent rising crime involving young people despite additional funding and well publicised plans</p> <p>The Youth Crime Plan has been refreshed. The Working together for a safer Islington 2017-20, will be published in June. It is a partnership plan to tackle youth crime in our borough. This follows in-depth consultation with YOS, Police, health, the community voluntary sector, residents, parents and so on.</p> <p>The new Islington Violence Against Women and Girls strategy was launched in February 2017 and is aligned with the Youth Crime Plan regarding prevention and early intervention.</p> <p>Islington has started to see a reduction in some areas of youth violence and at the end of July Islington posted a 8.9% reduction in knife crime incidents with victims under 25. This compared to a London wide increase of 16.8% and Islington was one of only five boroughs to see a reduction. However, a 15 year old and 2 19 year olds have been charged with murder following the fatal stabbing of a 28 year old in Essex Rd in August.</p>	<p>The Working Together for a safer Islington plan 2017-20, implementation. C Briody 2017-20.</p> <p>Monthly partnership meetings between the police and the council ensure strategic join up across agencies.</p>

Risk Trend since May 17	Recent developments, progress & concerns	Actions
Health and social care integration	<p>There are two partnerships: North Central London (Barnet, Enfield, Islington, Camden, Haringey) (STP), and Haringey and Islington (Wellbeing partnership). The Wellbeing Partnership agreement sets out how partners will work together over the next 12 months to improve integration of health and social care. This will be continue to be reviewed.</p> <p>The NCL boroughs' CCGs have aligned governing bodies, and merged the executive function (management). There is a risk this dilutes the attention to integration and joint commissioning in Islington. The personal relationships that underpin integration are being re-established. The mitigation will come through the wellbeing partnership to ensure that the priorities and key commissioning requirements of the separate partners are given clarity and sufficient attention.</p> <p>Some key partners, such as the acute sector, continue to face increasingly severe financial challenges which may become risks to the whole system, including the council. Increased patient numbers and pressures in Emergency departments indicate system capacity pressures.</p>	<p>The Adult Corporate Director is chairing the Wellbeing Partnership Sponsor Board until the end March 2018.</p> <p>The Chief Exec and the Adult, Children and Public Health Corporate Directors are taking part at every opportunity in consultation events around STP and collaborating with colleagues in four other boroughs to represent Local Authority interests. Reports regularly to Health and Wellbeing board.</p>



Risk Trend since May 17	Recent developments, progress & concerns	Actions
Welfare reforms There is a risk that the Council cannot efficiently collect rent following introduction of Universal Credit (UC) when housing support is paid directly to the claimant and that the roll out of UC exposes vulnerable residents to significant new financial hardship. NEW	<p>Welfare reforms present a major challenge for the council and its residents. Changes such as the benefit cap (£23,000 pa/£15,000 pa for a single person) and roll out of Universal credit (June 2018) will impact the poorest residents, and are expected to lead to higher levels of rent arrears alongside the risk of greater financial hardship for vulnerable residents caused by issues with the transition to the new benefit. Analysis has been carried out to identify affected residents, and work with them to get back to work (as well as considering alternative payment arrangements so that housing support can continue to be paid directly to the landlord). Experience has shown that those who have moved over already to Universal Credit have significantly higher levels of rent arrears than previously and in comparison to other tenants in arrears. Recent government announcements have relieved the removal of the unpaid week at the start of the assessment period, the continuation of payment of Housing Benefit for a further two weeks have reduced the exposure of six unpaid weeks to three within the assessment period.</p> <p>We continue to work closely with early adopter local authorities and pilot landlords/authorities to learn from their experiences and have planned further training for frontline staff next year as part of a rolling programme for staff. We have reduced caseload/patch sizes for officers and are working more closely with VCS organisations in providing budgeting and access to employment advice and food bank support/advice. We are working to introduce direct debit payment options across the month and staff have been trained as Digital Champions, which will include support to those who require it to navigate universal credit. We are also reviewing our triage model at 222 Upper Street, along with our personal budgeting and digital support (in conjunction with DWP and Citizens Advice).</p>	<p>Convene a joint member and senior officer group to ensure the council is fully prepared for the introduction of UC Full Service from June 2018 (Ian Adams / Graeme Cooke).</p> <p>Ensure a co-ordinated cross-council response is in place, in conjunction with key external partners (Ian Adams / Graeme Cooke).</p> <p>Develop and disseminate key messages to residents and frontline staff about our approach and support in respect of UC (Ian Adams / Graeme Cooke)</p> <p>Benchmarking with other authorities on their experience from the Universal Credit roll out. J Murphy</p> <p>Monitoring of the reorganisation and 12-month review completed 04.17. J Murphy</p> <p>Further UC and refresher training rolling programme. J Murphy</p> <p>Liaison with partners organisations ongoing including engagement with pilots and 'lessons learned' events. J Murphy</p> <p>Service development roll out 2018/19. J Murphy</p>

Serious information breach or noncompliance with legislation

The Council does not keep sensitive and/or personally identifiable information secure resulting in a major breach of Data Protection legislation



General Data Protection Regulation (GDPR) became law in May 2016 and becomes enforceable in May 2018. The UK Draft Data Protection Bill is currently on its way through parliament, the DP bill enshrines GDPR in UK law and implements the derogations that GDPR allows, as well as repealing the 1998 Data Protection Act

The GDPR working group meets monthly and has so far undertaken:

- Information Audit and Update of Information Asset registers
- Audit of current privacy notices and consent arrangements
- Audit of contracts and information sharing agreements

Programme plan in place and 10 work packages developed, based on ICO guidance

2 sessions of Information Asset Owner training have taken place

Regular updates to CGG, update report to CMB in September, DMT visits across the summer

Staffing: We have recruited 2 fixed term posts to support the work for the GDPR however, there is still a concern around staffing capacity as the demand on business as usual services is increasing, new technology services requiring IG input and preparing the organisation for the GDPR.

CMB agreed role of data protection officer – a mandatory role in the legislation – this will be managed within the structure of the Information Governance team.

Ensuring compliance with GDPR from a technical perspective could have far-reaching system implications. The Information Governance team are contacting IT suppliers to understand how they will be ensuring their systems are GDPR compliant – this could potentially lead to a requirement for many system upgrades and some systems, which may not be compliant.

Cyber-security continues to face challenges to meet privacy by design GDPR requirements. The tension between preventing a cyber breach and providing ready access to information continues.

Working group continuing work programme and meets monthly with directorate leads

Review of IG team structure to incorporate the role of Data Protection Officer. S Nicholson

Further round of DMT visits planned for November. S Nicholson

Internal Audit will undertake a further Readiness assessment in January, to check progress (last one done in November 2016)

Next phase of work includes:

- Review of gaps in Information Asset Register
- Mapping retention to Information Assets
- Data flow mapping
- Understanding the legal basis for processing
- Developing policy and process for Individuals rights
- Updating Security incident policy/process

Contracts will need to be updated to reflect GDPR and new contracts developed in line with GDPR. However, the Information Commissioners Office (ICO) has not yet issued guidance on this (estimated January), and the new Data Protection Bill will also have an impact on clauses, so legal services are waiting until there is more clarity before the clauses are developed. S Nicholson

A contracts due diligence checklist is being produced and sessions being run for GDPR working group on contracts monitoring and due diligences. S Nicholson

Shared Digital are developing Information Security Policies for all three boroughs in line with ISO27001, further work is required to ensure Data protection by design and default (as stipulated in the legislation) is met. E Garcez

Risk Trend since Dec 16

Recent developments, progress & concerns

Actions

Risk Trend since Dec 16	Recent developments, progress & concerns	Actions
Serious fraudulent activity <p>There is a risk that the Council is not aware of the range of fraud risks facing the authority and thereby fails to design and implement effective preventive and detective controls. This could result in financial loss, disruption to service delivery and reputational damage</p> 	<p>The Fraud Forum has agreed an implementation plan, detailing actions to be taken jointly by investigation teams across the Council. This will help prevent and detect fraud and ensure that investigations effort is joined up across the Council and use of counter fraud resource is maximised.</p> <p>London Counter Fraud Hub: Initial proof of concept (POC) workshop phases were completed in October 2017. A joint working group (to evaluate outcomes of the POC) has been set up between Islington and Camden.</p> <p>Previous Actions completed - LCFH:</p> <ul style="list-style-type: none"> Progression of the LCFH: Contracts to be signed, Data Security agreement and Privacy Impact Assessment need to be completed. Supply of Housing Tenancy, Council Tax and Business Rates Data to the Hub to enable the analytics process to start. <p>Other:</p> <ul style="list-style-type: none"> Targeted training programme for all departments rolled out, Specialist investigation officers – qualification training to be commissioned by specialist and/or service leads dependant on funding. C Lobb. Q3 2017 – This has commenced within the Housing Investigation Team using CIPFA accredited fraud training courses. 	<p>Review and update the Council's Anti-Fraud Strategy and Whistleblowing policy by March 2018.</p> <p>Continue to participate in the London Counter Fraud Hub pilot Q4 17-18</p> <p>Implement actions in line with target dates articulated in the Fraud Forum's implementation plan. N.Khan</p>
Cyber breach <p>Process Control Networks and/or Critical Information Assets may be compromised by computer-based unauthorized access or malicious modification of code</p> 	<p>Cyber-attack will continue to be a significant threat for us.</p> <p>Mobile cyber-security has been strengthened considerably: we have recently consolidated all mobile phones to use Microsoft Intune for device management.</p> <p>New network protection has been put in place following a focused and sustained cyber-attack earlier in the year (a distributed denial of service attack, DDOS). Additionally work has completing on firewall management system upgrades, log retention and enhanced network monitoring. A review and upgrade of wireless network provision is underway which will improve coverage and upgrade ageing infrastructure.</p> <p>The loss of agency workers due to IR35 changes has had a significant impact on the capacity and capability in the team, which is limiting our ability to optimise our approach in this area. We have benefitted from the resilience of our shared service and will put additional resource in place as part of the wider shared service restructure.</p> <p>A wide-ranging review of our policies and procedures is being undertaken, alongside our partners in Camden and Haringey. These will be reviewed with the Senior Information Risk Owners (Mike Curtis in Islington), and if agreed will then be communicated and implemented.</p> <p>Concerns over 'home grown' applications and infrastructure remain, and are being addressed. A database of applications has been created to support vulnerability testing and updating; and known 'home grown' infrastructure is being reviewed and upgraded as needed. A detailed 'white hat' audit has been proposed and is being considered by audit colleagues.</p>	<p>Computer security ('white hat') audit to be included on the 18-19 audit plan. E Garcez</p> <p>New policies and procedures to be drafted, agreed and implemented in 18-19. E Garcez</p>

PAPER ENDS