



**Resources Department
Town Hall, Upper Street, London, N1 2UD**

AGENDA FOR THE AUDIT AND RISK COMMITTEE

Members of the Audit and Risk Committee are summoned to a meeting, which will be held in Committee Room 1, Town Hall, Upper Street, N1 2UD on, **8 July 2024 at 7.00 pm.**

Enquiries to : Samineh Richardson
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Despatched : 28 June 2024

Membership

Councillor Paul Convery (Chair)
Councillor Sara Hyde (Vice-Chair)
Councillor Janet Burgess MBE
Councillor Caroline Russell
Councillor Nick Wayne
Alan Begg (Co-Optee)
Alan Finch (Co-Optee)

Substitute Members

Councillor Angelo Weekes
Councillor Jenny Kay
Councillor Troy Gallagher
Councillor Satnam Gill OBE
Councillor Ernestas Jegorovas-Armstrong

Quorum: is 3 Councillors

A.	Formal Matters	Page
1.	Apologies for Absence	
2.	Declaration of substitute members	
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D Urgent non-exempt items

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

E Exclusion of press and public

To consider whether, in view of the nature of the remaining item on the agenda, it is likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information procedure rules in the Constitution and, if so, whether to exclude the press and public during discussion thereof.

F	Confidential/exempt items	Page
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G Urgent exempt items (if any)

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Audit and Risk Committee will be on 16 September 2024

London Borough of Islington

Audit and Risk Committee - 21 May 2024

Minutes of the meeting of the Audit and Risk Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD on 21 May 2024 at 7.00 pm.

Present: **Councillors:** Councillor Paul Convery (Chair), Councillor Sara Hyde (Vice-Chair), Councillor Nick Wayne, Councillor Janet Burgess MBE, Councillor Caroline Russell, Alan Begg (Co-Optee) and Alan Finch (Co-Optee)

Also Present: **Independent member:**

Councillor Paul Convery in the Chair

122 APOLOGIES FOR ABSENCE (Item A1)

There were no apologies for absence.

123 DECLARATION OF SUBSTITUTE MEMBERS (Item A2)

There were no substitute members at the meeting.

124 DECLARATIONS OF INTEREST (Item A3)

There were no declarations of interest made at the meeting.

125 MINUTES OF PREVIOUS MEETING (Item A4)

Matters arising:

- For officers to provide a method of monitoring indicators of social care market instability.
- For officers to review whether committee members training was up to date.

RESOLVED:

That the minutes of the meeting held on 18th March 2024 be confirmed as a correct record and signed by the Chair.

126 FINANCIAL UPDATE (Item B1)

The Corporate Director of Resources informed the Committee that the Outturn report would be provided to the Executive on 27 June. The overall position was of significant in-year variances, which had been reported throughout the year, and was an ongoing challenge for the Council. However, the overall position, on a net basis to the end of the year, was positive but there were risks and challenges. Islington was however in a better position than many councils across England.

The Chair asked whether there had been a decline or improvement in the quarter 4 variances. The Corporate Director of Resources said it was a complex picture that would always contain variances but overall, it was positive. Challenges would be addressed to ensure they were not carried on into the future.

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DRAFT UNAUDITED 2023-24 ANNUAL GOVERNANCE STATEMENT (Item B2)

The Deputy Director of Finance gave an update on the Draft Unaudited 2023-24 Annual Governance Statement. It was highlighted to the Committee that the statement had to be produced by the 31 May and would be audited alongside the Statement of Accounts. It provided an overview of internal controls and the councils governance framework. It also identified the main governance issues and the action plans in place to respond to them.

The committee raised and discussed the following main points;

- That there was a constitution review underway and it was important to ensure that decision making was fit for purpose and governance arrangements thoroughly scrutinised to meet the pressures of a complex environment. In particular, the scheme of delegation and the council's boards should be considered. The packaging of the document itself should also include ensuring its logical structure and readability. This should be reflected in the draft provided to the Leader of the Council and the Chief Executive for sign-off.
- That the document did a good job of placing governance in its context but future iterations could be improved by including simple explanations of the technical jargon for the benefit of residents who read it.
- Clarification around governance issues related to leases and concession agreements.
- That reference to 'internal controls' was missing from the statements section on Audit and Risk Committees performance work outcomes for 2023-24.
- That the External Audit opinion on the 2021-22 accounts had not yet been issued due to an outstanding objection and the audit certificate and subsequent certificates were therefore outstanding and, whether the council could provide a resolution to this.
- That the committee would receive a progress report on the key governance issues in six months and, whether the six-month review should be included in the governance statement to identify how progress would be monitored.
- The governance statement should reflect the new scrutiny structures and should note phase two of the scrutiny review.
- The list of the work carried out by the committee should include the deep dives into the new build programme and social care market instability.
- On the scale of equal pay legal claims, there was no evidence of an issue but there was a systematic and comprehensive review of pay and grading underway, which was to conclude within the coming months.

RESOLVED:

- a) To approve the draft unaudited 2023/24 Annual Governance Statement attached at Appendix A. To include a full statement of the scrutiny function and reference to the risk deep dives as above.
- b) To authorise the Corporate Director of Resources to approve minor amendments to the draft unaudited Annual Governance Statement prior to

its publication alongside the unaudited Statement of Accounts on 31 May 2024.

- c) To note that the Leader and Chief Executive will be asked to provide their signatures for the final unaudited 2023/24 Annual Governance Statement.
- d) To note that officers will report back on any amendments made to the Annual Governance Statement at a future meeting and provide a post audit version of the Annual Governance Statement for approval.
- e) To note that there was a constitution review underway and the importance of decision making and governance arrangements being thoroughly scrutinised, particularly the scheme of delegation.

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EXTERNAL AUDIT PLAN 2023-24 (Item B3)

The Audit and Risk Committee received an update from the External Auditors, KPMG LLP (UK). The Committee were presented with the Audit Plan for the Council and the Audit Plan for the Pension Fund. It was highlighted that the plans were indicative.

The Committee raised the following points in their discussion:

On the Audit Plan for the Council

- The importance of the timeliness of the Audits
- How KPMG's approach to the Council's audits could provide added value. It was explained that the audit opinion would be delivered to the desired quality and within the timescales. They would carry out planning at an appropriate time and at the latter stage of the audit would compare Islington's practices to other entities to share good practice. They would also use data analytics to identify trends and efficiencies and would produce a regular auditors update report.
- What work was done to identify the four audit risks in the report and to ensure they were specific to Islington. Analysis was carried out to understand the organisation, this involved scoping out risks and ruling out where there was not a significant risk.
- Financial Management override controls and the risk of fraud. There were no specific risk indicators.
- On Capital Programme risks, it was explained that detailed testing would be carried out.
- When the Committee would receive a set of audited accounts. The final deadlines were awaiting approval. The auditors were aiming to start in the summer and sign off in the Autumn. This would be agreed with officers.
- That a primary concern of councillors was the financial stability of the Council and whether KPMG could make a commitment to addressing this in the report in plain English. This would offer councillors the assurances they needed and should also ensure residents could also read and understand the Council's position.

On the Audit Plan for the Pension Fund.

- Whether the external auditor evaluation would reflect that of the actuary and whether the risks were potential or actual risks. There were no specific risks identified, but the inherent nature of the issues made it important to raise them in the report.

RESOLVED:

- a) To note the total anticipated fees for the external audit of the Council is £494,000 and of the Pension Fund is £85,000 for the year ending 31 March 2024.
- b) To note the contents of the indicative audit plans for the Council and Pension Fund for the year ending 31 March 2024.

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REGULATION OF INVESTIGATORY POWERS ACT (RIPA) ANNUAL REPORT (Item B4)

The Committee considered the Regulation of Investigatory Powers Act (RIPA) Annual Report. During the financial year 1 April 2023 to 31 March 2024 the council did not authorise any directed surveillance. It was highlighted that the use of social media to conduct covert activity was covered in the council's RIPA policy and procedures however it was proposed that the Council have a stand-alone social media policy for investigations. This should capture the Home Office guidance, best practice as highlighted by the Inspector and the procedure for investigating officers across the Council.

A committee member asked whether it was concerning that no directed surveillance had been authorized or whether it was a good thing. It was explained that the council would continue to monitor where there may be a need to use the powers.

RESOLVED:

- a) To note the level of directed surveillance undertaken by the council.
- b) To note the outcome of the IPCO inspection and recent developments in the council's arrangements to ensure compliance with the provisions.

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CYBER SECURITY ANNUAL REPORT (Item B5)

The Committee resolved to exclude the press and public for the duration of this item due to the likely disclosure of exempt information, by virtue of paragraph 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

The Committee received the Cyber Security Annual Report. The report provided an update on the cybersecurity environment and assurance that appropriate protections were in place to ensure the integrity of the council's operations and data. It was highlighted that Islington Digital Services (IDS) had consolidated its position regarding cyber security, by reviewing and refreshing technical solutions where appropriate, maintaining a strong approach to training and awareness, reviewing solutions for cyber compliance and maintaining a robust approach to its architecture.

The committee raised and discussed the following main points.

- The council's response and continuity plans

- That the British Library had published a paper to provide an overview of the cyber attack they suffered in October 2023 and the lessons they had learnt from the experience.
- Whether a public statement could be produced to reassure members of the public regarding the safety of their data and the council's ability to provide business continuity.

RESOLVED:

To note the report as a statement of the current position of the council's cybersecurity assurance programme and the ongoing audits and activity.

131 EXEMPT APPENDIX - CYBER SECURITY ANNUAL REPORT (Item F1)

The meeting ended at 9.00 pm

CHAIR

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Finance
222 Upper Street
London N1 1XR

Report of: **Corporate Director - Resources**

Meeting of: **Audit and Risk Committee**

Date: **8 July 2024**

Ward(s): **All**

Subject: Principal Risk Report 2024

1. Synopsis

- 1.1. This report forms part of the overarching corporate risk management strategy and framework, which includes the Council's approach to articulating its risk appetite. The identification and mitigation of risks at Islington Council is a dynamic process, with risk management embedded in decision-making. Principal risks are linked to strategic objectives to demonstrate how risk management supports delivery of the Council's strategic plan. This report presents the position of principal risks facing Islington as at June 2024.
- 1.2. The annual Principal Risk Report (PRR) is the Council's corporate risk register. It is written in consultation with risk leads, Directorate Management Teams (DMTs) and the Corporate Management Team (CMT). DMT's and risk leads manage and monitor principal risks throughout the year on an ongoing basis. Appendix 5 presents the key controls in place and mitigation plans for each risk.
- 1.3. The previous PRR was presented to the Audit and Risk Committee in July 2023.
- 1.4. Overall the report details:
 - **Appendix 1: Principal Risk Map** – the heatmap diagram indicates the positioning of Principal Risks, detailing the likelihood and impact scores for each risk. The impact matrix details the risk scoring mechanism;
 - **Appendix 2: Risk Universe** – presents an overview of the risks by category, demonstrating the balance of risk;
 - **Appendix 3: How areas of risk link to the strategic plan** – maps the links between Principal Risks and the Council's strategic objectives.

- **Appendix 4: Executive Summary of the Principal Risks** – details the current and target risk score for each risk, the CMT risk lead, and forward trend;
- **Appendix 5: Principal Risk detailed information and action plans (risk on a page)** details the risk information and update alongside the action plan for each risk to achieve the target risk score. The target risk score is an expression of the Council’s risk appetite, setting out the risk score teams are working towards in the next 12 months.

2. Recommendations

- 2.1. The Committee is asked to note the report.

3. Background

- 3.1. The Council’s Risk Manager met with circa 30 risk leads across the Council in April 2024 to review principal risks. This review covered the current risk profile, identifying any new risks and mitigating actions, and revisiting current and target risk scores. During May 2024, Directorate Management Teams reviewed and discussed the report and it was approved by CMT in June 2024.

Key risk themes

- 3.2. Key risk themes are currently presenting as follows:

- Financial resilience of the Council – The wider economic context remains very challenging for local authorities in London and beyond. The council has agreed a balanced budget for 2024/25 which includes savings of £10.8m, and £17.8m in total over the medium term. The estimated net budget gap for 2025/26 is approximately £31m and around £25m for 2026/27. A savings programme is in development to meet these significant challenges and to build up the reserve position to enhance financial resilience. The Housing Revenue Account is also under significant pressure of an estimated reduction of £60m annually over the 30-year business plan. The council is working to identify opportunities to strengthen the HRA position, including lobbying Central Government for a more favourable rent settlement.
- Cost of living crisis – Continued cost of living pressures is impacting on residents and leading to ever increasing demand on Council services. The government announced a six-months extension to the Household Support Fund (HSF) in the March budget statement, which will support the Council’s programme of

activities to support struggling families. The number of people experiencing homelessness, or is at risk of homelessness, is increasing in London, including in Islington. Nationally, there is a high level of uncertainty over the next 12 months around Government policy on cost-of-living support and funding.

- Legislative and regulatory environment - Significant legislative and regulatory changes are causing pressures on Councils to invest resources and adapt ways of working to achieve compliance. New inspection regimes on building safety, fire safety and for social housing landlords are being implemented. There are also new statutory requirements on public sector procurement coming into force in 2024 which will transform how Councils work in this area. Other pieces of legislation affecting Council operations are expected to be enacted over the next parliamentary period, such as the introduction of a new Protect Duty related to keeping members of the public safe from terrorist attacks. Councils are having to navigate a more complex compliance environment and need to ensure that there are adequate resources and skills in place to manage these challenges.

Summary of the Council's overall risk position

- 3.3. The Council has articulated 28 principal risks as at June 2024. Two principal risks have reduced in risk score since the last report (School Viability and Place Planning, Non-Recent Child Abuse), and two have increased (Climate Change Resilience, Increasing Homelessness Pressures). The Council continues to operate in a heightened risk environment, with 24 risks scored above the target. Target risk scores outlined at Appendix 4 reflect the Council's ability to mitigate risks.
- 3.4. The Council's risk management framework includes a risk appetite statement which expresses a high-level view of the Council's risk tolerance. Risk tolerance is also expressed via the target risk scores for each principal risk. The risk appetite statement expresses that, as a general rule, the Council:
- Will not tolerate taking risks which would result in harm to our residents and staff;
 - Will not tolerate risks which would result in breach of laws or regulations;
 - Will not tolerate risks which would result in the Council becoming financially unviable;
 - Will not tolerate risks that score 15 and above in the risk matrix and will require robust and closely monitored mitigation plans for such risks.
 - Has a low tolerance for risks which would result in long-term impact on our reputation.

Changes in risk articulation

- 3.5. The risk description for 'Capital Programme Delivery' has been revised to better articulate the risk:
- **Previously:** Capital Programme Delivery – Slippage and/or delivery failure
 - **Updated:** Capital Programme – Availability of capital funds to deliver strategic priorities
- 3.6. The risk description for 'Social Inequalities' has been amended to focus on the impact of mitigation activities:
- **Previously:** Failure to challenge and address social inequalities in Islington
 - **Updated:** Failure to demonstrate reduction in inequalities in Islington
- 3.7. The principal risk related to workforce diversity has been amended to better capture the wider risk context.
- **Previously:** 'Diversity and Inclusion' - Failure to attract and retain the diverse talent we need at every level of the organisation to deliver our services
 - **Updated:** 'Recruitment and Retention - Failure to attract and retain the diverse talent we need at every level of the organisation to deliver our services and 2030 ambitions.

4. Implications

4.1. Financial Implications

- 4.1.1. The programme of work has been met from within the existing risk management budget. The financial implications of individual principal risks are met by local budgets.

4.2. Legal Implications

- 4.2.1. Part 7 of the Housing Act 1996 (as amended) imposes statutory duties upon local authorities in respect of dealing with homelessness in the borough, to prevent and provide assistance to those at risk.
- 4.2.2. There are no other legal implications arising from this report. Legal advice and support will be provided, where necessary, in relation to individual risks.

4.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

4.3.1. There are no environmental implications arising from the presentation of this report. Environmental implications will be reviewed, where necessary, in relation to individual risks and mitigation, and as specific to agreed principal risks.

4.4. **Equalities Impact Assessment**

4.4.1. The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

4.4.2. An Equalities Impact Assessment is not required in relation to this report because the recommendation being sought does not have direct impacts on residents. Equality Impact Assessment are carried out where required in relation to individual risks.

Final report clearance:

Agreed by: Corporate Director of Resources

Date: 19 June 2024

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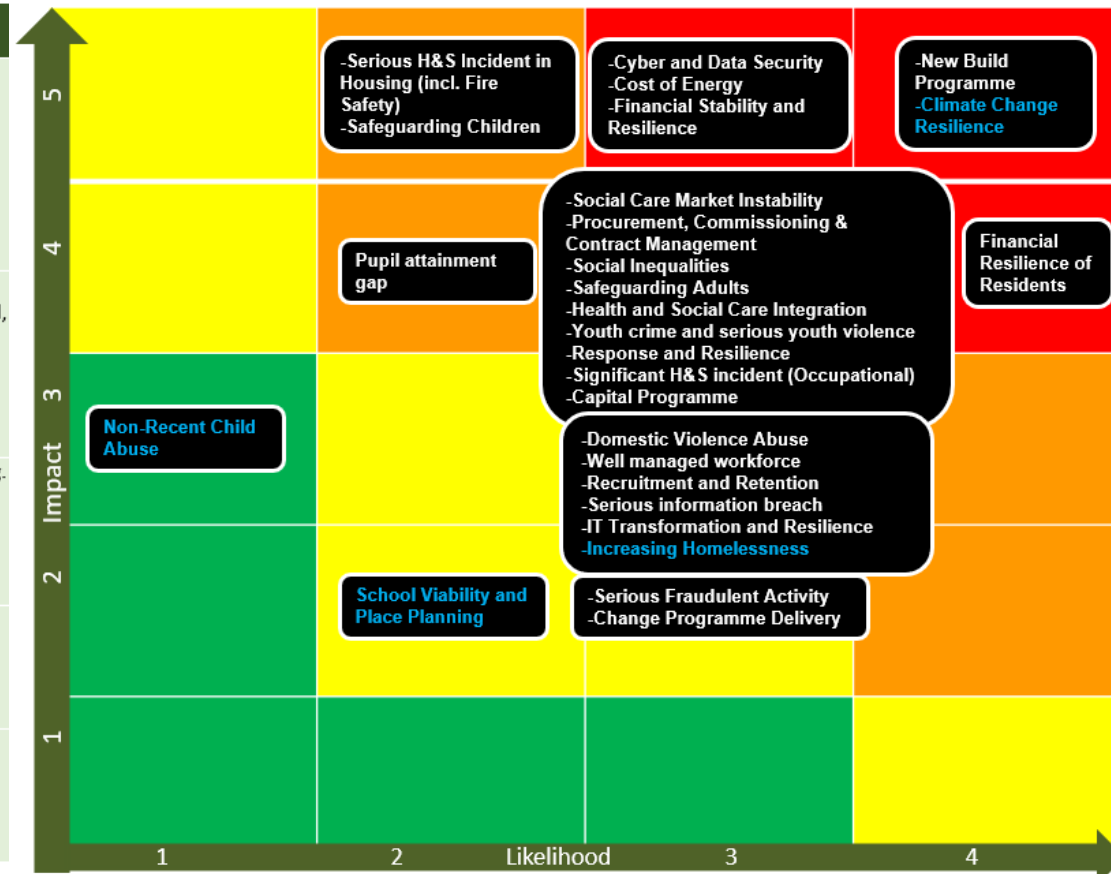
Appendices:

- **Appendix 1: Principal Risk Map** – the heatmap diagram sets out positioning of risks, detailing the likelihood and impact scores. The impact matrix details the risk scoring mechanism.
- **Appendix 2: Risk Universe** – presents an overview of the risks by category, demonstrating the balance of risk;
- **Appendix 3: How areas of risk link to the strategic plan** – maps the links between Principal Risks and the Council's strategic objectives.
- **Appendix 4: Executive Summary of Principal Risks** – details the current and target risk score for each risk, the CMT risk lead, and forward trend;
- **Appendix 5: Principal Risk detailed information and action plans (risk on a page)** details the risk information and update alongside the action plan for each risk to achieve the target risk score. The target risk score is an expression of the Council's risk appetite, setting out the risk score teams are working towards in the next 12 months.

Appendix 1 - Principal Risk Map and Risk Scoring Matrix (Note: Risk titles in blue indicate a change in score from the 2023 report)

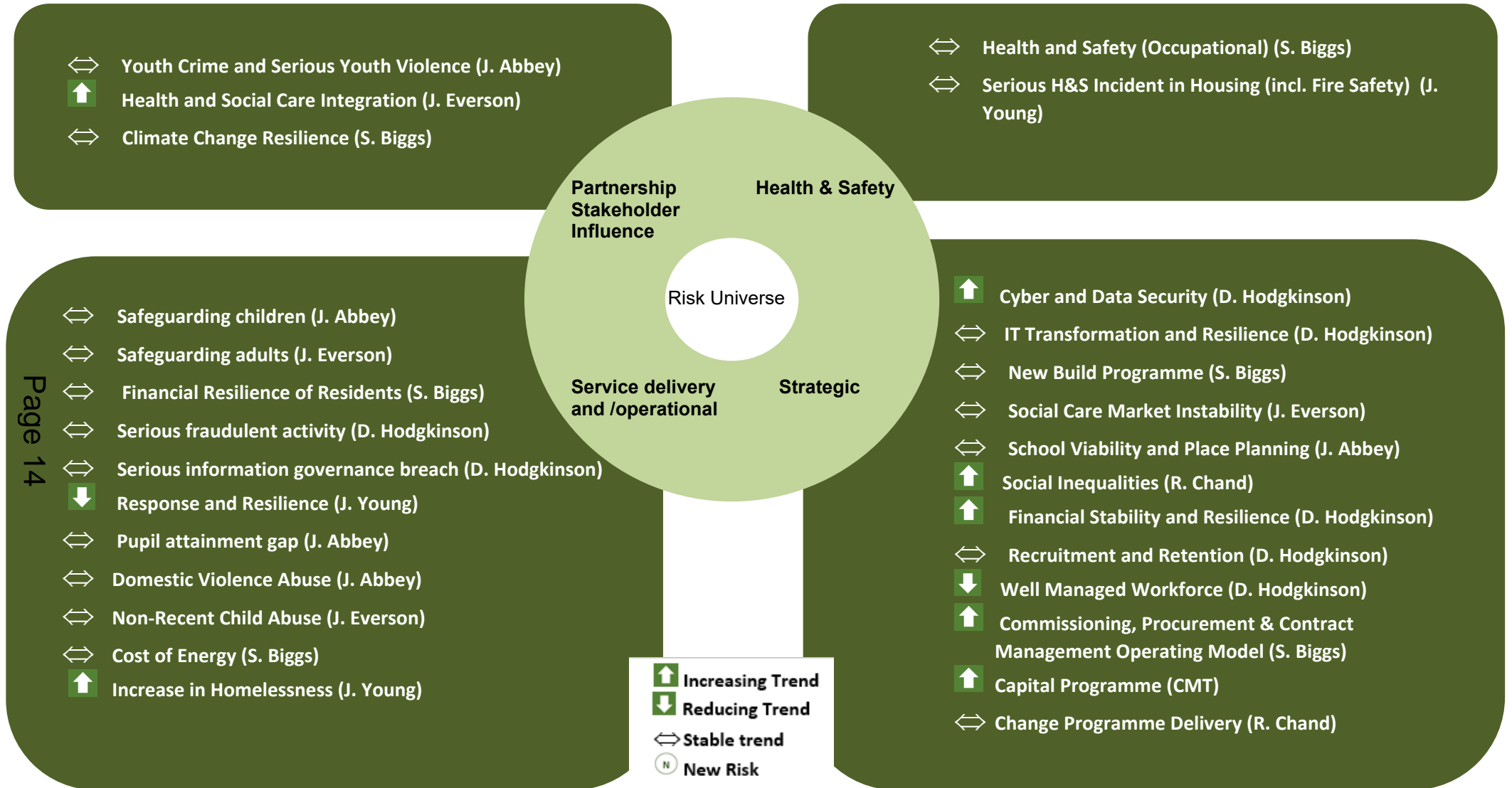
Impact Ratings	Financial	Service Delivery	Health and Wellbeing	Reputation
5	Financial loss above £10m.	Major disruption to a number of critical services.	Multiple deaths or serious/life-changing non-recoverable injury(s)/extreme safeguarding alerts likely.	Long term damage – e.g. Adverse national or local publicity, highly damaging severe loss of public confidence. Widespread and high level of criticism. Impacts on staffing and recruitment.
4	Financial loss above £8m.	Major disruption of a critical service.	Multiple casualties with recoverable injuries. Major safeguarding concerns potentially affecting multiple people. Evidence of known sustained neglect or abuse without intervention.	Medium to long term damage – e.g. Adverse local, regional or national publicity, major loss of confidence, a matter that is frequently referenced in relation to the council.
3	Financial loss above £6m.	Major disruption of an important service. Moderate disruption of a critical service.	Noticeable safeguarding risks – evidence of known neglect or abuse without intervention.	Medium term damage – e.g. Adverse publicity, local, regional and national coverage, with significant follow-up stories
2	Financial loss above £4m.	Moderate disruption of an important service.	Single casualties with recoverable injuries. Noticeable safeguarding risks – evidence of neglect.	Short term damage – e.g. Adverse publicity, national follow-up stories on the same issue.
1	Financial loss above £1m.	Brief disruption of an important service. Repeated disruption of a core service.	Medical treatment required, semi-permanent harm, up to 1 year. Safeguarding concerns of neglect.	Short term damage – e.g. Adverse publicity, regional follow-up stories on the same issue.

Likelihood Score	1 - Rare	2 – Unlikely	3 – Possible	4 – Likely
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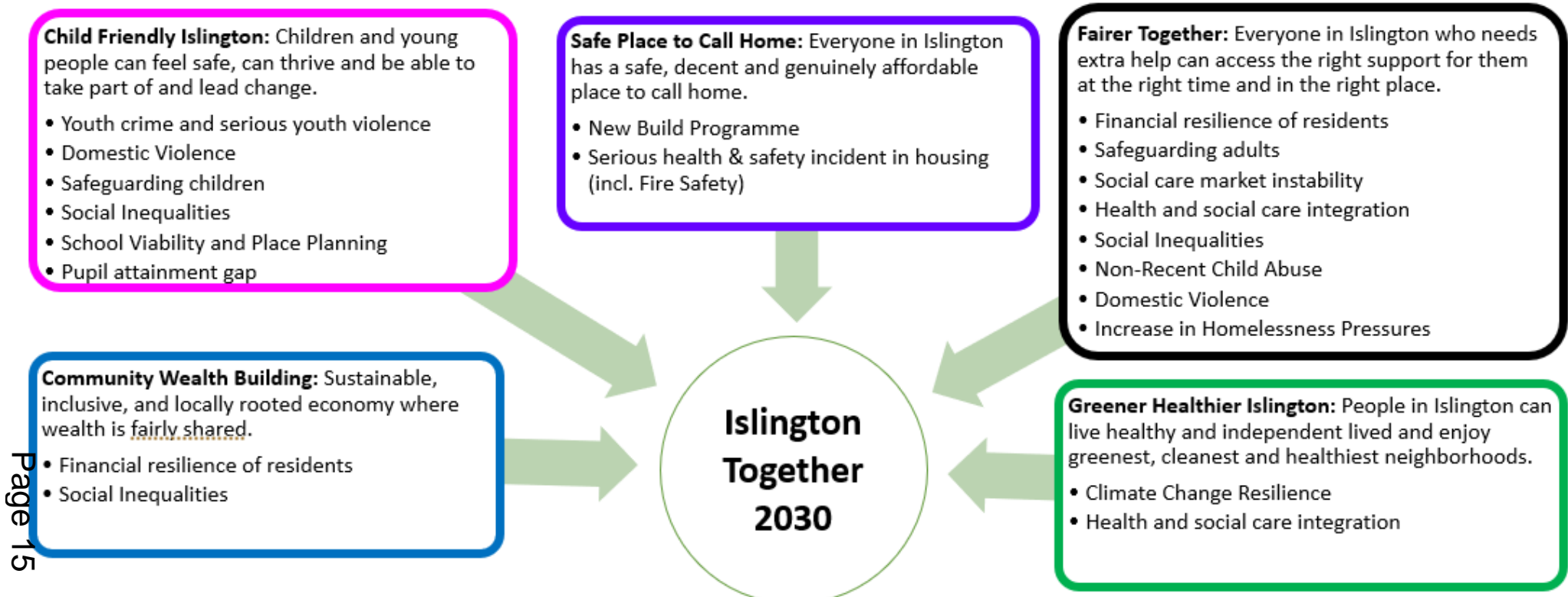


Note: risks have been scored considering the above criteria in view of the current controls in place. The criteria (Financial, Service Delivery, Health and Wellbeing or Reputation) considered most appropriate to each risk has been chosen. Risks in the same black box share the same scoring, the order they appear in the box is not indicative of severity.

Appendix 2 - Risk Universe (Including risk forward trend)



Appendix 3: How areas of risk link to strategic objectives



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Continue to be a well-run Council and making a difference despite reduced resources			
Service Delivery	Financial Stability	People	Data, Governance and Technology
<ul style="list-style-type: none"> • Response and Resilience • Serious Health and Safety Incident (Occupational) • Commissioning, Procurement & Contract Management Operating Model • Change Programme Delivery 	<ul style="list-style-type: none"> • Financial Stability and Resilience • Capital Programme • Cost of Energy 	<ul style="list-style-type: none"> • Recruitment and Retention • Well-Managed Workforce 	<ul style="list-style-type: none"> • Serious Fraudulent Activity • Information Governance • Cyber and Data Security • IT Transformation and Resilience

Appendix 4 - Executive summary of principal risks (Details for each risk are included in Appendix 5)

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
20	L:4 I:5 Score 20	L:3 I:4 Score 12	1. New Build Programme delivery - Affordability challenges slow progress in delivering new council homes	S. Biggs	↑	↔	The external risk environment continues to be challenging, including risk to contractor resilience. Regulatory changes relating to building safety is likely to impact on programme timelines. However, overall the risk trend is assessed as stabilised compared to the last report.
20 (+8)	L:4 I:5 Score 20	L:2 I:3 Score 6	2. Climate Change Resilience and Adaptation	S. Biggs	↔	↔	The carbon net zero programme has been expanded to include climate adaptation and renamed Climate Action programme. Significant intervention and resource are needed to deliver a climate resilient Islington. The risk score has been increased to reflect this. The forward outlook for the next 12 months remains stable.
16	L:4 I:4 Score 16	L:3 I:3 Score 9	3. Financial Resilience of Residents – Failing to appropriately support residents	S. Biggs	↔	↔	The cost-of-living issues experienced by residents are expected to continue through 2024/25. The Council continues to deliver a broad programme of interventions to mitigate the worst impacts for our low-income households which is contributing to a stable forward outlook although at a continued high risk level.

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Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
15	L:3 I:5 Score 15	L:3 I:4 Score 12	4. Cost of Energy	S. Biggs	↔	↔	This risk of increasing energy costs and volatility in the energy market has stabilised since 2022, with prices steadily falling. The public buying organisation LASER has locked prices for the 2024/25 period and therefore this risk presents as stable over the next 12 months. However, risk exposure remains high due to global events which could impact on energy markets.
15	L:3 I:5 Score 15	L2 I:2 Score 4	5. Financial Stability and Resilience	D. Hodgkinson	↔	↑	The council has set a balanced budget for 2024/25, with savings targets for 2024/25 of £10.8m, and £17.8m over the medium term. The wider economic and financial context remains very challenging with an estimated £25m budget gap for 2026/27. The forward risk trend is therefore assessed as increasing.
15	L:3 I:5 Score 15	L:3 I:3 Score 9	6. Cyber and Data Security Breach	D. Hodgkinson	↑	↑	The high level of cyber threat continues, including increased use of artificial intelligence in cyber-attacks. The Council is responding accordingly with a range of mitigations, including working towards accreditation with the National Cyber Assessment Framework and Cyber Essentials. The forward trend is presenting as increasing.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
12	L:3 I:4 Score 12	L:1 I:4 Score 4	7. Capital Programme - availability of capital funds to deliver strategic priorities.	Corporate Management Team (individual Corporate Directors as applicable)	↔	↑	The external economic environment is continuing to present a challenge with volatility in financial markets, the impact of inflation and interest rate levels. The Council continues to keep governance arrangements under review in order to meet these challenges. A review of non-housing assets has been completed to inform a wider review of the Council's Asset Strategy. Due to the increased cost of borrowing, the forward outlook is assessed as increasing.
12	L:3 I:4 Score 12	L:3 I:3 Score 9	8. Youth Crime and Serious Youth Violence - risk of increased incidents	J. Abbey	↔	↔	Despite a slightly decreasing trend in youth crime in Islington since pre-pandemic, the seriousness of cases has increased. This is a very dynamic and unpredictable risk that is being monitored closely. At present the forward outlook is assessed as stable.
12	L:3 I:4 Score 12	L:2 I:2 Score 4	9. Social inequalities – Failure to demonstrate reduction in inequalities in Islington	Corporate Management Team (individual Corporate Directors as applicable)	↑	↑	Improving outcomes for all residents is a core aim in the Council's strategic plan. The Council is reviewing its governance arrangements for delivering the strategy to ensure they are fit for purpose with a targeted focus making an impact on inequalities. The current context of cost-of-living crisis continue to impact on vulnerable residents and the risk presents with an increasing forward outlook.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
12	L:3 I:4 Score 12	L:2 I:3 Score 6	10. Social care market instability cause provider failure or withdrawal	J. Everson	↑	↔	The Council continue to work with the social care market to reduce the risk of adverse impact on services if providers withdraw from the market. A more robust and timely uplifts process has been implemented that should help alleviate some financial pressures for providers. The Homecare contract procurement has been completed and is now in mobilisation phase. The new contract will reduce reliance on spot purchased providers and provide more stability and sustainability. The forward outlook has therefore stabilised, although risk levels remain unchanged.
12	L:3 I:4 Score 12	L:2 I:4 Score 8	11. Safeguarding Adults-Failure to identify or respond to preventable harm	J. Everson	↔	↔	Demand for the service is rising, including complex cases. The Islington Safeguarding Adults Board has commissioned a review exploring themes of complexity across mental health, social care and housing to build understanding of the issues. The forward outlook remains stable.
12	L:3 I:4 Score 12	L:2 I:4 Score 8	12. Commissioning, procurement and contract management operating model fails to maximise value for money and social value outcomes	S. Biggs	↔	↑	Significant legislative and regulatory changes come into force in 2024 related to procurement and contract management. Teams have been preparing for new compliance requirements, and for the new public sector procurement portal that will be launched in the autumn. The forward trend has been assessed as increasing during this time of mobilisation and is expected to reduce once changes are embedded.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
12	L:3 I:4 Score 12	L:2 I:2 Score 4	13. Health and Social Care Integration - Integrated Care System (ICS) financial and structural stability	J. Everson	↑	↑	Joint commissioning arrangements with the Integrated Care Board (ICB) has been replaced with an aligned commissioning model. The Council is reviewing service delivery which falls within joint funding arrangements to assess the best delivery models going forward. ICS financial stability remains an issue, the Council is working closely with the ICB to ensure it understands where pressures exist and can develop mitigations, including reviewing the governance arrangements for our s75 partnership arrangements. The forward risk outlook remains increasing.
12	L:3 I:4 Score 12	L:1 I:4 Score 4	14. Serious Health and Safety Incident (Occupational)	S. Biggs	↔	↔	Staff awareness on how to report an incident, and what to report, has improved which has resulted in an increase in the number of reports. Verbal and physical abuse against staff by residents continue to be an issue and targeted training is being delivered to support staff to deal with challenging situations. The operating model for health and safety functions is under review to ensure it meets the needs of the Council. The forward trend continues to present as stable.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
12	L:3 I:4 Score 12	L:2 I:3 Score 6	15. Response and Recovery - Failure to effectively respond and recover from critical incident (organisational preparedness, resilience and business continuity)	J. Young	↔	↓	The new Islington Resilience Board is being established which will increase capacity and capability of responding to incidents. Uncertainty around the new proposed Protect Duty remains and it is not yet clear what, if any, enforcement duties will fall on local authorities. Once the Resilience Board is fully operational it is expected that the risk exposure will reduce. Therefore, the forward outlook over the next year is assessed as decreasing.
10	L:2 I:5 Score 10	L:1 I:5 Score 5	16. Serious Health & Safety incident in Housing (Including Fire Safety)	J. Young	↔	↔	There were no serious health and safety incidents reportable to HSE in 2023/24. The service has prepared for the new compliance requirements under the new fire safety regulation and awaits assessments of its 87 tall buildings building safety cases. The mock assessment with the regulator suggested good levels of fire safety compliance. The forward outlook for this risk remains stable.
10	L:2 I:5 Score 10	L:2 I:5 Score 10	17. Safeguarding Children – Safeguarding practice and provision for children and young people are ineffective	J. Abbey	↔	↔	The service continues to see a rise in complex cases. Cost of living pressures and Brexit are having a continuing impact on the recruitment market for social workers and the council is working locally and nationally to address this challenge. The service is also reviewing its workforce strategy. The forward trend is assessed as stable.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
9 (+5)	L:3 I:3 Score 9	L:2 I:2 Score 4	18. Increasing homelessness pressures cause burden on Council's budget and hardship for affected residents	J. Young	↑	↑	The use of temporary accommodation increased by 28% in Islington in 2023/24 compared to the previous year, and this trend is expected to continue. The scheme to buy back ex-Council homes will bring down cost of temporary accommodation in the future. In the short-term, it is challenging to keep up with demand and the forward outlook continues to present as increasing.
9	L:3 I:3 Score 9	L:2 I:2 Score 4	19. Recruitment and Retention – failure to attract and retain diverse talent	D. Hodgkinson	↔	↔	A new workforce strategy was launched in 2023 and a talent attraction strategy is being implemented. The strategy identifies skills gaps, hard to recruit areas and action to resolve this. The forward outlook as assessed as stable for the next 12 months.
9	L:3 I:3 Score 9	L:3 I:3 Score 9	20. Serious information breach or non-compliance with legislation	D. Hodgkinson	↔	↔	The council has reported two data breaches to the Information Commissioner's Office since the last principal risk report. One was closed with no further action, and one is still under review by ICO. The council continues to improve on FOI and subject access request compliance and the forward trend is assessed as stable.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
9	L:3 I:3 Score 9	L:2 I:3 Score 6	21. Domestic Violence Abuse – effective practice and provision for victims	J. Abbey / J. Young	↔	↔	There continues to be an increasing trend in referrals, but numbers are increasing less steeply. While the team is relatively well resourced to meet demand, it is impacted by pressures in other services such as housing, adult social care, police and probation services. The forward outlook for the next 12 months is however assessed as stable.
9	L:3 I:3 Score 9	L:2 I:2 Score 4	22. Well managed workforce to deliver corporate priorities	D. Hodgkinson	↓	↓	The new programme 'Leading with CARE' is being piloted and rolled out in 2024, as part of investing in a high performing workforce. The new performance development framework has been rolled out following the launch in April 2023. The risk level is expected to decrease as this is further embedded in our workforce culture.
8	L:2 I:4 Score 8	L:2 I:2 Score 4	23. Pupil attainment gap - Systemic failure to promote attendance and quality provision and interventions	J. Abbey	↔	↔	2023 data shows that Islington pupils continue to achieve in line with national figures but there is more to do to bring results in line with inner-London averages and to address disproportionality. The Council continues to work in partnership with schools and settings as set out in the Education Plan to address these issues and the forward outlook as assessed as stable.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
6	L:3 I:2 Score 6	L:2 I:2 Score 4	24. Change Programme Delivery – corporate governance arrangements may not be fully embedded	R. Chand	↔	↔	A new Mission Delivery Board has been established to operate as the central accountability and monitoring structure for change programmes aligned to strategic mission delivery. The new delivery model will be underpinned by a clear governance structure which will provide tighter overview of programme delivery. The forward outlook for the next 12 months presents as stable.
6	L:3 I:2 Score 6	L:2 I:2 Score 4	25. Serious fraudulent activity	D. Hodgkinson	↔	↔	The team continues to deliver both reactive and proactive investigations as well as robust application of the whistleblowing policy. The forward trend is assessed as stable.
6	L:3 I:2 Score 6	L:2 I:2 Score 4	26. Effective IT Transformation and Resilience	D. Hodgkinson	↔	↔	Most of the critical resilience applications and systems have now been moved to cloud-hosted services. Over the next year, the team will develop plans for moving the data centre out of 222 Upper Street to a more resilient environment. This risk presents with a stable forward trend.
4 (-4)	L:2 I:2 Score 4	L:2 I:2 Score 4	27. School viability and place planning - Failure to manage the demand of school places could impact the pattern of provision and schools' viability	J. Abbey	↑	↔	The School Deficit Management Board continues to provide scrutiny and challenge to schools to ensure they take action to achieve balanced budgets. The Council is continuing to implement its School Organisational Plan which to date is taking forward one school closure and two school mergers. With the action taken, the projected overall budget deficit is reducing, and the risk trend has stabilised.

Current score (change since the last report)	Current Score Likelihood x Impact	Target Score	Risk	CMT Risk Sponsor	Forward trend May 2023	Forward trend May 2024	Comment on risk trend
3 (-2)	L:1 I:3 Score 3	L:1 I:5 Score 5	28. Non-Recent Child Abuse – Failure to deliver support payment scheme	J. Everson	↔	↔	The payment scheme closed in May 2024 for new applicants and as a result the overall risk is assessed as reduced. A communications plan was delivered during the spring to encourage survivors to apply. An exit strategy is being developed for managing the closure of the scheme. The trend for the next 12 months presents as stable.

Appendix 5: Principal Risk detailed information and action plans (risk on a page)

Risk Title – 1. New Build Programme	Risk Scores	Existing Controls				
<p>Risk: Affordability challenges impacting the council’s ability to deliver the 2023-2027 programme target of 750 new affordable homes started on site by December 2027.</p> <p>Cause: 1) Financial climate including interest rates and inflation, regulatory standards increasing construction costs and a continued lack of funding to support new housing delivery 2) Impacts from new Building Safety regulations. 3) Lack of contractor resilience 4) Stakeholder opposition.</p> <p>Consequence: Reputational damage, loss of opportunity for residents, increase in housing issues in the borough and financial impacts.</p> <p>Risk Update: A strategic review of the existing pipeline of affordable homes was conducted in 2023. The outcome of that review was a decision to stop some schemes that offered poor value for money, and which presented the highest level of risk in terms of their deliverability. To support the effective delivery of the revised programme, the structure of the New Build Team will be reviewed to ensure the right skills and capacity within the team. The governance arrangements in relation to the programme have been further strengthened through introduction of key decision points known as gateways. Any decision to proceed will be dependent upon the agreement of the business case and viability appraisal of the scheme and clear evidence that all known risks have been either addressed or appropriately mitigated.</p> <p>Increasing inflation and cost of materials have improved since 2023, although stabilised at a high level. The team is working to understand the wider impact of the new Building Safety Act approval and inspection regime which is likely to cause delays to the approval of plans and longer construction programmes.</p> <p>The ambition to build 750 new council homes to be started on site before December 2027 was set in October 2021 based on the data and insight available at the time. Since then, there have been significant changes in the delivery environment. Wider events affecting the national economy, as well as regulatory changes, are likely to impact our ability to commence the construction of 750 new council homes by the end of 2027.</p>	<p>Current Score: L:4 I:5</p> <p>Target Score: L:3 I:4</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. A Strategic Pipeline Group has been set up to ensure a pipeline of viable schemes comes forward into the 2023 – 2027 programme. 2. A programme assurance framework and programme level controls will ensure the right opportunities are progressed and mitigate against cost overspends. 3. Lessons learnt from schemes in the 2018 – 2022 programme will feed into planning applications for new schemes. 4. Review of the team structure to ensure skills and capacity to support efficient delivery 5. An enhanced governance framework including a new scheme of delegations that clearly set out where decision making thresholds sit within the programme governance framework and wider visibility of programme risks. 6. A new contractor procurement strategy to ensure access to a wide pool of competent contractors to deliver viable projects via a competitive process. 7. New project reporting and monitoring systems to support data led decision making. 				
Actions	Expected impact	Resources required	Owner	Due Date	Status	
Review impact on project timelines of the Building Safety Act approval and inspection regime	Reduce Likelihood and Impact	Staff	S. Biggs	Summer 2024	In Progress	
Ongoing monitoring of programme delivery and the risk to the HRA from the programme’s financial commitments	Reduce Impact	Staff	S. Biggs	Ongoing	In Progress	
Implementation of recommendations from the internal audit on contractor resilience	Reduce Likelihood and impact	Staff	S. Biggs	TBC	Planned	

Risk Title – 2. Climate Change Resilience	Risk Scores	Existing Controls			
<p>Risk - The Council and the borough does not achieve the necessary climate adaptation and mitigation measures in response to the climate emergency. According to climate risk modelling by Mayor of London and Bloomberg, Islington is amongst six boroughs at particularly high risk from the effects of climate change.</p> <p>Cause - Lack of climate adaptation and mitigation measures implemented within the council’s Vision 2030 strategy; Resource and/or funding constraints (access to external funding) to deliver the Vision 2030 Strategy; Lack of supportive national policy and funding for decarbonisation; Lack of influence over key stakeholders (local/national)</p> <p>Consequence - Flood risks to communities, businesses and infrastructure; risks to health, well-being and productivity from higher temperatures and poor air quality; risks of water deficits in public water supply, and for energy generation and industry, with impacts on freshwater ecology; disadvantaged communities will be disproportionately affected by climate change impacts; reputational impact of failing to meet net zero carbon target.</p> <p>Risk Update: The net zero carbon (NZC) programme has rebranded to Climate Action to encompass climate adaptation alongside reducing carbon emissions and emphasise the urgency of this council wide priority. Delivery continues and the Climate Action team is recruiting an extra officer to develop climate adaptation and resilience plans. Public Health are supporting by preparing a report on climate risk and vulnerability, which will form part of a business case setting out the increased needs of the programme. The council participates in the London Councils Climate Change Programme, including the Green and Resilient workstream. An Islington Citizens Panel is convening to discuss the vision for a climate resilient Islington. A programme review has shown that much more intervention is needed to reduce carbon emissions by 2030. The cost of decarbonisation is far in excess of existing available budgets, therefore cannot be delivered at the necessary pace to achieve net zero by 2030. Greater resource will be required for adaptation to minimise the risks to residents’ health and wellbeing, the local economy, our transport and buildings infrastructure and additional burden on council services arising from climate events.</p>	<p>Current Score: L:4 I:5 (+2)</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L:2 I:2</p>	<ol style="list-style-type: none"> 1. Collaborating with Public Health on assessing the climate risks and vulnerabilities in the borough, the current status of adaptation plans to support a business case for resourcing and integrating adaptation alongside carbon mitigation plans through a refreshed climate action plan. 2. Embedding adaptation and resilience into each of the existing climate action workstreams within constraints of available resources. 3. Developing and delivering climate awareness training for all staff and councillors. 4. Engaging with residents on climate resilience through the Islington Climate Panel. This will inform future strategy. 5. The Council is an active member of the Green and Resilient work stream on the London Councils climate change programme – opportunity to influence at the regional level 6. Quarterly Climate Action executive board meetings provide strategic oversight, escalation, approvals and reporting and 6 weekly net zero carbon steering group meetings to report on progress; manage risk, issues and dependencies across the programme. 7. Detailed reports are presented to Scrutiny Committee every six months. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Develop a refreshed climate action plan which is evidence based and integrates climate adaptation with mitigation interventions to support climate resilience of the borough.	Reduce L	Staff/Budget	Corporate Director for Community Wealth Building	Dec 2025	In progress
Rollout climate awareness e-learning for all staff and councillors	Reduce L	Staff/Budget		July 2025	In progress
Deliver Islington Climate Panel (demographically representative group of 45 residents who will develop a vision for a climate resilient Islington).	Reduce L	Staff/Budget		April 2025	In progress
Contribute to and benefit from the London Councils Climate Change programme, including active participation in the Green and Resilient workstream focusing on climate resilience.	Reduce L	Staff		Ongoing	In progress
Development of a broader financial strategy that will support the delivery of priority requirements	Reduce L	Staff		Ongoing	In progress
Continue to review governance to enable effective impact monitoring (carbon and other KPIs)	Reduce L	Staff/Budget		Ongoing	In progress

Risk Information Risk Title – 3. Financial Resilience of Residents	Risk Scores	Existing Controls			
<p>Risk – Failure to appropriately support residents to be financially resilient</p> <p>Cause - Government policy, global events, cost of living crisis, wider economic environment.</p> <p>Consequence - Vulnerable residents fall into significant new financial hardship. Evictions/homelessness may increase. Declining physical/emotional wellbeing of residents. Arrears/economic hardship may increase the debt position towards the Council, reducing ability to fund services.</p> <p>Risk Update – In October 2023 the Council hosted its second cost of living summit, just over a year since declaring a cost-of-living emergency. This was an opportunity to reflect on progress to date and discuss plans for this coming winter along with longer term priorities. The summit confirmed that the actions the Council has been taking to mitigate the worst impacts for low-income households have been the right approach, and this should continue with a renewed emphasis on tackling the longer term causes of poverty. The cost-of-living board agreed a range of warm spaces through the winter and COL events through 2024/25 to help residents. Piloting a new approach to tackle longer-term poverty has been agreed with VCS organisations. Council tax support fund of £665k provided more support to low-income households in 2023/24. A new council tax support scheme for 2024/25 has been implemented, this will take over 8,000 low-income working age households out of paying any council tax. The Income Maximisation team are supporting various cost of living activities. Building on the £6.8m of annual benefits entitlement we helped residents claim in 2022/23, we have achieved £6.3m for 2023/24. The council launched the ‘help for renters that are working’ scheme in 2023/24, this paid out around £700k of support to around 2,500 households. The household support fund 4 grant in 2023/24 has distributed over £4.4m of support to households struggling with the rising cost of living, this included an application process. Alongside a focus of encouraging residents to claim benefits that they are entitled to, the council continues to support residents into employment, or better employment, for longer term financial resilience. We continue to monitor the data across a range of indicators informing the COL board with council and VCS representatives working collaboratively to plan strategy and operational efforts to help our residents navigate the COL crisis.</p>	<p>Current Score: L:4 I:4</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Cost of Living Board, bi-monthly meetings of the Council and Voluntary and Community Sector partners to monitor activities. 2. Residents Support Scheme provides a safety net covering crisis awards, community care awards (household goods), discretionary housing payments and council tax welfare for severe financial hardship. 3. Data led approach to making pro-active contact with cohorts of residents who appear entitled to additional benefits. 4. Benefit take-up campaigns. 5. Council Tax Support policy provides support to low-income households. Help for working age households increased for 22/23 and 23/24. 6. A claim for universal credit is treated as a claim for council tax support. 7. Co-ordinated cross council approach to working our partners to support residents, including partnership work with voluntary sector to provide access to employment advice and access to food banks for residents in need. 8. Government hardship grants distribution. 9. Communication strategy on cost-of-living support targeting residents and staff 10. ‘Make Every Contact Count’ training for staff 			
Action	Expected impact	Resource required	Owner	Due Date	Status
Fully utilise Residents Support Scheme funds to provide a safety net to low-income households	Reduce I	Staff/IT	S. Biggs	Ongoing	On track
Launch further benefit take up campaigns to maximise residents’ income	Reduce I	Staff/IT	S. Biggs	Ongoing	On track
Distribute Government grants including Household Support Fund to those most in need	Reduce I	Staff /IT	S. Biggs	Ongoing	On track
Continuously refine communication strategy on financial resilience and available support and advice	Reduce I	Staff/IT	S. Biggs	Ongoing	On track

Risk Information Risk Title – 4. Cost of Energy	Risk Scores	Existing Controls			
<p>Risk: Sustained high and increasing energy costs, and longer-term volatility of energy markets, cause budget pressures for the Council, Schools and residents on the Council’s communal heating systems and Bunhill heat network</p> <p>Cause: Sustained high prices in the global energy market, performance of public buying organisation (LASER), services do not adapt budgets and activities to meet pressure in energy expenditure.</p> <p>Consequence Significant overspend on Council budget, key projects and programmes scaled down, paused or cancelled, savings targets not met</p> <p>Risk Update: This risk of increasing energy costs and volatility in the energy market stabilised significantly since 2022, with prices steadily falling. Electricity prices for 2024/25 are expected be 30% lower than 2023/24, and gas prices 40% lower. The public buying organisation LASER has locked prices for the 2024/25 period meaning there is certainty of cost over the next financial year. Following the procurement of a two-year energy contract with LASER, the team is finalising the procurement terms for new energy contracts starting in 2025/26, considering options to reduce risk as much as possible. The programme to reduce energy consumption is continuing and will strengthen resilience against any cost spikes in the future.</p> <p>The Corporate Energy Savings Programme that started in 2022/23 has now become a business-as-usual workstream within the Climate Action programme. This consists of a mix of ongoing energy efficiency audits with recommended actions to further reduce usage, including installing energy-saving measures. Since July 2023 new and enhanced Building Management Systems have started to be installed at 14 corporate sites, which will enable better understanding of energy usage and allow optimisation that will reduce costs. The council’s wider capital investment programme also includes projects that reduce energy consumption and carbon emissions, including installation of solar panels at five sites, new monitoring systems at older solar panel arrays, and decarbonisation works at the Waste Recycling Centre, which includes a significant expansion of the site’s solar panel array. However, despite the reduction in prices, energy prices are expected to remain significantly higher than during the years before the energy crisis. Furthermore, despite procurement of new energy contracts and work to reduce energy consumption, these measures do not mitigate against energy price fluctuations linked to global events, such as the ongoing war in the Ukraine and conflict in the Middle East, including in the sea route via the Suez Canal and the Red Sea. Considering these developments, on balance, it is assessed that risk exposure remains high.</p>	<p>Current Score: L: 3 I: 5</p> <p>Target Score: L: 3 I: 4</p> <p>Gap to target: L: 0 I: 1</p>	<ol style="list-style-type: none"> Contract in place with public buying organisation LASER Corporate Energy Savings Programme now considered BAU. Annual monitoring and targeting visits and reports produced by Energy Services team Communications plan to encourage staff to minimise energy use in Council buildings. Installation of smart meters in council buildings to identify time of energy usage 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Develop purchasing strategy for 2025/26 onwards (when LASER contract ends)	Reduce L	Staff	S. Biggs	Summer 2024	In progress
Accelerate installation of smart meters in Council buildings	Reduce I	Staff	S. Biggs	Ongoing	In progress
Corporate Energy Savings Programme activities	Reduce score	Staff	S. Biggs	Ongoing	In progress

Risk Information	Risk Scores	Existing Controls			
<p>Risk Title – 5. Financial Stability and Resilience</p> <p>Risk - Significant overspends/budget gaps.</p> <p>Cause – High and sustained inflationary pressures on pay and non-pay budgets (particularly social care costs), rising demand for council services and uncertainty around local government funding.</p> <p>Consequence - Unable to set balanced/robust budget and depletion of reserves.</p> <p>Risk Update - The Provisional Outturn (Quarter 4, Q4) monitoring report for 2023/24 shows an overall improvement since the previously reported position. The overall net General Fund (GF) overspend position was break-even at Q4. However, the 2023/24 underlying gross directorate overspend position remained high (£19.9m in Q4). Within this position, the Environment and Climate Change directorate’s provisional outturn position was a £12.8m overall overspend, mostly in respect of parking income which remains impacted post-Covid and from the effect of policies to reduce carbon emissions, but also relating to late reported income losses in the Leisure directorate. The 2024/25 budget includes £6m ongoing growth to correct the parking estimates going forward. The council set a balanced budget for 2024/25 at Full Council on 29 February 2024. The budget report included savings for 2024/25 of £10.8m, and £17.8m in total over the medium term. These will be monitored for delivery over the 2024/25 budget monitoring process. The significant recurrent budget impact of the in-year financial position has meant greater use made of the council’s financial sustainability mechanisms in delivering a balanced budget for 2024/25. These financial sustainability mechanisms are forecast to be restored in the 2025/26 budget process. In total, £7.4m is factored into the 2025/26 budget forecast to restore previously held inflation contingency (£1.4m), financial resilience (£4m), and capital financing (£2m) budgets. The estimate of the net budget gap for 2025/26 was approximately £31m at the 2024/25 budget report and around £25m for 2026/27. The 2025/26 budget process will be challenging to set a balanced position, requiring savings totals higher than those in the 2024/25 budget year. It was confirmed in the Spring Budget Statement that the next national Spending Review for 2025/26 onwards will be after the next General Election and potentially one year only. A one-year Spending Review would be a risk for effective financial planning.</p> <p>The Council sets a 30-year balanced Business Plan (BP) for its Housing Revenue Account (HRA). Within the balanced position, Major Works investment factored into the BP is reduced by c.£60m per year (£1.8bn over the life of the plan). This means that investment in council homes will focus on Health and Safety, putting the Decent Homes agenda at risk. The council will begin developing the 2025/26 plan early, working to identify opportunities across the sector, and lobbying Central Government alongside other London boroughs, to obtain a more favourable rent settlement, and funding flexibilities.</p>	<p>Current Score: L:3 I:5</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:3</p>	<ol style="list-style-type: none"> Developing the budget estimates is a council-wide process which takes into account the most recent budget monitoring information and the latest assumptions, informed by financial modelling from external financial advisors. Savings to balance the budget are reviewed and signed off as deliverable by key stakeholders. The thoroughness of this process is a key source of assurance in determining that overall estimates in the budget are robust and that financial reserves are adequate. The council’s budget is underpinned by several key MTFs principles related to financial resilience. A self-assessment against the CIPFA Financial Management Code is undertaken annually and shows a continued, high level of compliance. The council’s recurrent budget includes a £5m per annum general contingency budget. Directorates agree ongoing cash limited budget allocations and take responsibility for delivering a balanced budget unless a business case for an exceptional circumstance for contingency funding is agreed. The in-year financial monitoring position is reported to the Corporate Management Team, the Executive and the Corporate Resources and Economy Scrutiny Committee at regular intervals. The council responds to government funding consultations and lobbies through London Councils, the Society of London Treasurers and the LGA on key funding issues. 			
<p>Actions</p>		Expected impact	Resources required	Owner	Due Date
<p>Evolving and enhanced budget setting process reflecting the ongoing need for significant savings required to balance the budget over the medium term.</p>		Reduce likelihood	Staff	D. Hodgkinson	Ongoing
<p>Developing a savings programme for 2025/26 and the medium term.</p>		Reduce overall score	Staff	D. Hodgkinson	Summer 2024

Risk Information Risk Title – 6. Cyber and Data Security	Risk Scores	Existing Controls			
<p>Risk - Process Control Networks and/or Critical Information Assets may be compromised. Cause - Computer-based unauthorised access or malicious modification of code Consequence - Denial of Service, data breach, reputational damage, disruption of service(s) Risk Update There remains a high level of cyber security threat in our external environment. There is an increased threat from the use of Artificial Intelligence (AI) in cyber-attacks, and the Council is increasing its defence mechanisms in place to mitigate this. The team is maintaining focus on cyber security awareness training for staff with mandatory training modules as well as an ongoing communications campaign to keep data protection in the forefront for staff. The Council is replacing several systems with upgraded licensing to give us a strong defensive posture. Moreover, the Council is reviewing backup arrangements to ensure we can respond and recover quickly in the event of a significant incident. We are also moving towards Zero Trust networking, which will see us change the way we access the network and ensure more robust remote working. In terms of compliance, the Council is striving to achieve accreditation with the Cyber Assessment Framework (NCSC) and Cyber Essentials. This is on top of our annual requirements against PSN and PCI DSS. We are also migrating services to the cloud or to supplier hosted arrangements, thus reducing reliance on outdated on-premise infrastructure. We have started a discovery exercise to exit our core data centre services away from 222 Upper Street to either cloud and/or a dedicated data centre hosted by a third party. We are addressing some of the legacy infrastructure and putting in proposals to replace these, to ensure that we remain compliant at all times with the latest security patches and upgrades. We will also be introducing proactive threat hunting capabilities and a 24/7 security operations centre. The council intersite network will also be upgraded to the next generation technology (SDWAN). Conditional access policies and access controls are being strengthened and software and laptop rollouts are being automated.</p>	<p>Current Score: L:3 I:5 Target Score: L:3 I:3 Gap to target: L:0 I:2</p>	<ol style="list-style-type: none"> 1. Islington council has all of the normal cyber security controls expected on an organisations network. Such as access controls, computer controls, anti-virus controls, email and web filtering, firewalls, Denial of service protection, backup controls. 2. These controls are supported by processes such as service delivery, change control processes, technical design processes which are operated by IDS personnel. Together these manage the organisations cyber security risk. 3. These controls are regularly monitored, tightened and improved to deal with the changing levels of threat. 4. Data (at-rest) on PC's is protected by encryption (MS BitLocker) and data exchanged between PC's WFH and the Council's network is protected by VPN/TLS (in-transit) encryption. 5. Security Incident and Event Monitoring Service (SIEM) in place 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Achieve accreditation with the Cyber Assessment Framework (NCSC) and Cyber Essentials	Reduce Impact	Staff	D. Hodgkinson	TBC	In Progress
Implement proactive threat hunting capabilities and a 24/7 security operations centre.	Reduce Likelihood and Impact	Staff	D. Hodgkinson	TBC	In progress

Risk Information Risk Title – 7. Capital Programme	Risk Scores	Existing Controls			
<p>Risk Availability of capital funds to deliver strategic priorities (excluding New Build Programme)</p> <p>Cause Inadequate governance and project management, cost of borrowing</p> <p>Consequence Increasing delivery cost, breach of governance/regulation, reputational damage</p> <p>Risk Update: The Council committed to a new Corporate Asset Strategy in March 2020. It is designed to deliver a strategic, long-term approach to managing and enhancing our community asset base. A review of all non-housing assets has been undertaken to better understand our current profile. This will feed into a review of the corporate asset strategy. The external economic environment, with high inflation and interest rate rises, has led to a significant increase in the cost for delivering capital projects with increased risk of contractor withdrawal/failure or tender returns being significantly higher than allocated budgets. The building industry is reaching a pinch point in capacity which might create gaps in contractor capacity over the next few years. In addition to a more appropriate level of capital provision, capital delivery capability and governance are kept under review, to help mitigate delivery failure outside of affordability issues. Housing Capital spend has hit target for the third year on a further increased target. Processes and contractors are in place to deliver services. A five-year pipeline has been established and work is underway to target additional grant funding for net zero carbon projects.</p>	<p>Current Score: L:3 I:4</p> <p>Target Score: L:1 I:4</p> <p>Gap to target: L:2 I:0</p>	<ol style="list-style-type: none"> 1. Housing Delivery Board 2. Council Scrutiny processes 3. A common set of project level and programme/directorate level reporting has been implemented to ensure consistency and robust delivery tracking. 4. Enhanced Reporting and monitoring of capital spend as part of the monthly monitoring. 5. CWB capital projects have robust project governance and scrutiny in place whereby each request to carry out works needs to obtain cost codes from finance and approval from senior management along with on larger projects a business case needs to be issued and approval obtain before a project can move to the next gateway or RIBA work stage. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Ongoing monitoring of progress and delivery pre and post contract to ensure capital projects remain on budget, on time and are delivered to a high standard.	Reduce overall score	Staff	CMT	Ongoing	In progress
CWB capital projects will not pass on to their next RIBA work stage unless a business case has been issued and signed off by a director.	Reduce overall score	Staff	Director of Finance	Ongoing	In progress

Risk Information Risk Title – 8. Youth crime and serious youth violence	Risk Scores	Existing Controls			
<p>Risk - Increased incidents of youth crime and serious youth violence and a complexity of need, impact on the council's ability to respond adequately. A perceived failure to respond adequately to/prevent crime involving young people, despite extensive investment in services & well publicised plans.</p> <p>Cause - Early childhood trauma, disrupted attachment may lead to children unable to self-regulate; therefore, more likely to offend. Contextual factors e.g. living in high crime neighbourhoods, poverty and discrimination. Interventions are not sufficiently tailored or impactful. Waiting times for mental health assessments.</p> <p>Consequence - Media coverage contributes to fear of crime, negative attitudes towards young people compounding the issues they face. More young people in criminal justice system and disproportionate impact on BAME communities</p> <p>Risk Update - Despite a slightly decreasing trend in youth crime in the borough since pre-pandemic, the seriousness of cases has escalated with four fatalities in 2023. The team is monitoring trends closely due to concerns over the impact of the cost-of-living crisis. There is also concern about children's mental health data, with long waiting times for assessments and access to support. A collaboration with two academics is in early stages to review the youth safety strategy. The review will examine what has gone well, and where there are gaps and learning in preparation for developing the next strategy in 2025. There are good working relationships with the local police team, with youth safety team engaging in regular meetings and dialogue to share information. Cross-borough intelligence indicate that gang activity is increasing across north London. I-CAN (Integrated Gangs Team) is monitoring developments closely. This a dynamic risk that is unpredictable and external factors for this risk remain challenging.</p>	<p>Current Score: L:3 I:4 Target Score: L:3 I:3 Gap to target: L:0 I:1</p>	<ol style="list-style-type: none"> 1. Youth Safety Strategy 2020-25, focused on protecting our children and young people from violence, abuse and exploitation. It includes a comprehensive partnership action plan that is overseen by the YJSMB and the Youth Safety Delivery Group toll keep track of progress and drive improvements, hand-in-hand with community partners and statutory organisations. The strategy builds upon our practice models especially the trauma informed approach and is based on our own academic research about 'what works'. There is robust monitoring in place of this multi-agency strategy, with quarterly monitoring on strategy metrics and targets and also monitoring against national data sets. 2. The Violence Reduction Unit (VRU) Parental Support project in Islington and Camden extended until March 2025. 3. VRU used to sustain the Transition to Secondary school project. and to now supporting families affected by child to parent violence 4. The Met Police Violence Suppression Unit (VSU) dealing with high harm offenders and groups with covert operations continuing. 5. Co-location of 2 police officers in Community Safety & ASB teams ASB early warning system to collect information on emerging issues that are shared with our partners. 6. Integrated Gangs Team – a collaboration with the police to share intelligence and joint working. Collaboration with other boroughs also takes place 7. The Targeted Youth Support Team working with youth at risk of entering the justice system. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Implementation of the Youth Safety Strategy, and review of its effectiveness to inform future strategic direction and activities.	Reduce impact and likelihood	Staff	J. Abbey	2025	In Progress

Risk Information	Risk Scores	Existing Controls			
<p>Risk Title – 9. Social Inequalities</p> <p>Risk - Failure to demonstrate reduction in inequalities in Islington Cause - Poor prioritisation, lack of clear governance, and/or detailed project/programme management, broader external social issues/change leading to increasing inequalities. Consequence - Loss of community confidence in the Council. Reputational damage Poor outcomes for residents. Risk Update - Improving outcomes for all residents is at the heart of the Islington Together 2030 plan, with targeted focus on social inequality. In 2023, stakeholders took part in action learning workshops taking an inclusive approach to identify actions in support of delivering the outcomes that residents have said are most important to them. This collaborative approach is designed to develop creative and innovative solutions with collaboration with stakeholders and the community.</p> <p>The Public Health intelligence team has developed a wellbeing index for the borough which is a cross-council tool that enables wider access to data that can be used to drive service design and delivery Wellbeing indicators will used to monitor the wellbeing of residents and the impact council interventions are having on improving wellbeing.</p> <p>The current social context with the cost-of-living crisis continues to impact on vulnerable groups and the Council’s efforts is focused on longer term system changes to achieve sustained reduction in inequalities for the future.</p>	<p>Current Score: L:3 I:4 Target Score: L:2 I:2 Gap to target: L:1 I:2</p>	<ol style="list-style-type: none"> 1. Challenging Inequality Programme to drive action across the Council, ensuring the equality agenda remains a priority for the Council. 2. Directorate Equality Leads 3. Clear Programme plan - including as employer, strategic leader and as a service provider. 4. Through the boards, will be monthly progress and review. 5. Race Equality Staff Network 6. Challenging Inequality Member Working Group (member led) 7. Disability forum 8. LGBT network 9. Women’s network 10. Challenging Inequality Coalition with community 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Implement action learning approach for key priority outcomes	Reduce Likelihood	Staff/Policy	R. Chand	March 2024	Completed
Continue engagement with our communities	Reduce Likelihood	Staff	R. Chand	Ongoing	In progress
Implement the use of wellbeing index and strengthen corporate performance monitoring	Reduce Likelihood and Impact	Staff	R. Chand / Public Health Intelligence	Ongoing	In progress

Risk Information		Risk Scores		Existing Controls		
<p>Risk Title – 10. Social Care Market Instability</p> <p>Risk - Significant provider failure/ withdrawal of providers Cause - Financial strains causing providers to withdraw from the market Consequence - Safeguarding risks to individuals, Financial. Risk Update – We have completed the procurement for our new homecare contracts and starting the mobilisation in April 2024. The contract covers three localities with three providers in each, plus back-up provision as and when needed. This will reduce our reliance on spot purchased providers, giving us more control and enabling us to monitor and support homecare providers more effectively, as well as giving locality providers guaranteed hours and so ensuring better sustainability. There is some risk that Providers will ask for uplifts to services that are beyond the financial envelope the Council has been able to account for. The team has improved the annual uplifts process to support providers, particularly small providers, to manage their cash flow. The uplifts process will undergo an audit in 2024/25 which will be useful in identifying areas for further improvements. The risk over the next 12 months is likely to continue at the current level, given the financial climate, and providers will continue to find this challenging, as might the council if provider requests outstrip the budgets. There is not likely to be a funding settlement for adult social care from central government to address this in 2024/25. Senior leadership will continue to work closely with the sector to support it and mitigate the risks.</p>		<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. We continue to work with the provider market to ensure as wide a range of providers as possible to reduce the risk of adverse impact if providers withdraw from the market 2. Financial risks is monitored through the Integrated Quality Oversight Board 3. We continue to work across NCL to secure additional care home capacity at times of increasing pressure (winter and surges). 4. We have regular provider forums, a provider bulletin, Care Home forums and Commissioners continue to maintain strong relationships with Providers. 5. We have a robust uplifts process, aligned with NCL where we can and the use of Care Cubed (benchmarking tool for costs to aid negotiation) is embedded to calculate the cost of care. 6. We have contingency plans in place to manage either provider failure or provider withdrawal from the market. 7. Homecare framework contract in place and in mobilisation phase 8. There are a number of workforce initiatives underway across Islington and North Central London to promote social care careers and workforce development. 9. Regular contract monitoring that now includes monitoring of spot contracts where we have high volumes of residents drawing down care and support from them or where there are risks and helps alert us of risks early. 			
Action		Expected impact	Resources required	Owner	Due Date	Status
Monitoring of the local and national provider market		Reduce Likelihood	Staff	J. Everson	Ongoing	In progress
Collaboration across North Central London with local authority and NHS colleagues to support the social care market and workforce.		Reduce Impact	Staff	J. Everson	Ongoing	In progress
Mobilise the Homecare contract		Reduce Impact	Staff	J. Everson	Jan 2025	In progress

Risk Information Risk Title – 11. Safeguarding Adults	Risk Scores	Existing Controls			
<p>Risk - Failure to fulfil our statutory obligation to identify or respond to significant preventable harm to adults at risk of abuse</p> <p>Cause - Provider Failure, significant provider concerns around quality of care, Non-Compliance with procedures, inadequate IT systems, staffing levels/training, CQC inspection</p> <p>Consequence - Financial, Reputational, risk to resident, increase demand, workforce impact</p> <p>Risk Update – The LGA Peer Challenge offered an opportunity to externally evaluate safeguarding practice and a refreshed Safeguarding Improvement Plan is in place with a renewed focus on timely assessments and practice quality. This is monitored and reported at the Quality Board, Senior Leadership Team, and Safeguarding Accountability Meetings. The majority of the safeguarding enquiries have robust risk assessments, safeguarding plans and are person centred with evidence of making safeguarding personal. The weekly closure panel and surgery supports departmental oversight of cases and provides an opportunity to revisit any gaps in practice prior to closure. This is improving social work and safeguarding practice within teams, promoting reflective social work practice and is further strengthening manager and senior practitioner autonomy and decision making. Safeguarding surgeries ensure that challenging cases progress and provide a safe space for practitioners to discuss cases. A number of topic-specific safeguarding practice guides have been created and issued to staff. Practitioner Forums and team-based safeguarding huddles provide peer to peer support, learning and improved outcomes. Specialist training and guidance on modern day slavery have been rolled out to support identification and practice in this area. Case file audits show an improvement in a number of critical areas of practice like risk assessment, mental capacity and making safeguarding personal. These are used to objectively assess quality of frontline practice and identify areas of learning and improvement required. The ISAB and the ISCP (Islington Safeguarding Children Partnership) are working together to improve the experience of vulnerable young adults transitioning into adult care through the Transitional Safeguarding joint steering group. The Creative Solutions Panel supports high-risk multi-disciplinary cases that do not fit the criteria of existing panels. To better understand those affected by multiple disadvantage and complex needs, ISAB commissioned a Thematic Safeguarding Adults Review exploring themes of complexity across mental health, social care and housing. A Task and Finish Group has been set up to minimise risks posed by the introduction of Right Care Right Person.</p>	<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:4</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Adult Social Care is represented at the Safer Islington Partnership, ISAB, ISCP, MARAC Steering Group, VAWG Board, and PREVENT, Asylum Hotel Working Group and Board, and the Complex and Multiple Need Round Table Programme 2. There is continuous cycle of Circle of Protection reviews 3. Ongoing Safeguarding Adults and MCA case audits. 4. Monthly Monitoring of the Safeguarding KPIs, including Mental Health Safeguarding performance 5. PowerBi Safeguarding Dashboard in place which helps in monitoring safeguarding performance. 6. Monthly Safeguarding and MCA Practitioner forum and bi-monthly Leaders in Safeguarding forum. 7. Islington Safeguarding Adults Board (ISAB) has helped us to improve our joint working and strategic decision making. 8. Islington Provider Quality Board is a monthly Meeting with those involved in registered care settings including partners in health and CQC - early-stage intervention and escalation. 9. High Risk Case Register in place with regular meetings as required 10. Quality Assurance Framework for Adult Safeguarding has been incorporated into department wide Quality Assurance Framework 11. Safeguarding Adults Pan London guidance in place with Islington appendix, as well practice guidance available on the Sharepoint Safeguarding Hub and Tri-X 12. Interactive training for staff on implementing the Mental Capacity Act and Safeguarding Adults in practice 13. Weekly Safeguarding Closure Panel in place since 2021 14. The Safeguarding Adults Board has developed the Creative Solutions Panel from July 2022 for high-risk multi-disciplinary cases. 15. The PowerBi Safeguarding Dashboard is providing accurate real-time information for monitoring and discussion of safeguarding cases in supervision and team meetings, as well as strategic oversight at senior leader level. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Implementing Making Safeguarding Personal using a Trauma Informed Approach.	Reduce L	Staff	J. Everson	Ongoing	In progress
Strengthen Mental Capacity Act practice	Reduce L	Staff	J. Everson	Ongoing	In progress
All policies and procedures will be hosted in one place (Tri-X) for easier access for staff	Reduce L	Staff	J. Everson	Ongoing	In progress

Risk Information		Risk Scores	Existing Controls		
<p>Risk Title – 12. Commissioning, procurement and contract management operating model fails to maximise value for money and social value outcomes</p> <p>Risk – Procurement and commissioning operating model not sufficiently robust and strategic to fully realise the Progressive Procurement Strategy 2020/27. The operating model may not be fit-for-purpose and is not in line with the centralised approach to Category Management, dealing with procurement and supply issues within the Progressive Procurement Strategy 2020/27.</p> <p>Cause - Ineffective/Non-compliance with corporate contract management procedure and/or contractual terms, complexity of statutory compliance requirements</p> <p>Consequence - Not realising maximum value for money for the Council or savings from a corporate level of control, risk to delivery of key Council priorities agreed by members in terms of community wealth building, inclusive economy, social value, fairness etc. Significant contractor failure/contractors failing to deliver within the agreed parameters (Quality, cost and schedule), legal challenge by provider, action by regulator.</p> <p>Risk Update - Significant legislative and regulatory changes are coming into force in 2024, with compliance with the new Health Care Services (Provider Selection Regime) Regulations 2023 in addition to the Procurement Act 2023 and the Procurement Regulation 2024 and multiple pieces of further supplementary statutory guidance expected to come into force from October 2024. Preparatory activities to achieve compliance have been underway during last few months, with a temporary part-time specialist change manager in post to support the programme of work. Due to the de-centralised model for procurement and contract management within the council, the team will need to re-train large numbers of staff to ensure compliance with new statutory requirements. The team is currently reviewing the operation model to ensure assess how adjustments can be made to achieve compliance efficiently. There will be a new public sector procurement portal launched in the autumn by central government, and staff will need to be trained in how to use this. The new requirements are aimed at making public procurement more open and transparent, but it is a more resource intensive way of working and will take time to fully embed changes. We continue to implement the progressive procurement strategy 2020/27, with delivery mainly on track. The implementation plan is currently under review to consider any impact of the new regulatory changes.</p>		<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:4</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Progressive Procurement Steering Group monitors delivery of the strategic implementation plan on a quarterly basis 2. Keeping guidance under constant review and improvement. 3. Commissioning and Procurement Board for overarching direction and Supply Chain Practitioners Group for knowledge sharing 4. Reviewing the operating model regularly with a push for greater control of contract management through a central category management model. 5. Staff training on procurement and contract management 6. Conducting drop-in sessions – social value in contract management 7. Category management strategies in place 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Review all policies and guidance relating to procurement and contract management and put necessary processes in place to met legal requirements	Reduce likelihood and impact	Staff	S. Biggs	August 2024	In Progress
Continue to deliver the implementation plan for the progressive procurement strategy	Reduce Likelihood	Staff	S. Biggs	Ongoing	In Progress
Embed category management and working practice to assess quality of end-to-end processes from start to end of a contract and benefits of more a centralised approach.	Reduce Likelihood	Staff	S. Biggs	Ongoing	In progress

Risk Information Risk Title – 13. Health and Social Care Integration	Risk Scores	Existing Controls				
<p>Risk - Integrated Care System (ICS) – financial and structural stability</p> <p>Cause - National and local funding constraints. Financial pressures on the health system impact on partnership arrangements with the Council and Health Service. As the Integrated Care System starts to mature across the 5-borough footprint*, the role of the Local Authority to shape delivery for Islington residents is compromised. (*Barnet, Camden, Enfield, Haringey, and Islington)</p> <p>Consequence - Insufficient capacity, resource and integration within the local health and care system to meet resident’s needs. Poor health and care outcomes for Islington residents.</p> <p>Risk Update - This principal risk continues to be a challenging area. The North Central London Integrated Care Board (ICB) has undergone an organisational change process in recent months. Joint commissioning has been replaced with a new aligned commissioning model. This has resulted in them withdrawing funding for joint Council/ICB funded posts, which took effect in April 2024. The loss of funding has created a small budget pressure for the council which has been mitigated through savings elsewhere and the loss of a small number of posts. This has created added pressures on remaining staff and the team is adapting to these changes and working with the ICB to hand back some responsibilities that were carried out by council officers in joint roles. The Council is also responding with additional mitigations, including reviewing service delivery that falls within section 75 joint-funding arrangements to understand how delivery will work best under the new arrangements. Nationally, Government proposals on further changes to social care funding arrangements continues to be on hold with the shape of future care reforms uncertain.</p>	<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:2</p>	<ol style="list-style-type: none"> 1. Health & Wellbeing Board, via the Leader of the Council is required to sign off our annual Better Care Fund plans with the NHS 2. Governance structures relating to joint governance oversight of our pooled budgets are under review in partnership with ICB – current governance arrangements will ensure strategic oversight of activity. 3. Commissioners will work with colleagues in Health as we review Section 75 arrangements and report any plans to the Health & Wellbeing Board. 4. Annual Section 75 reports to the Health & Wellbeing Board provide strategic governance over our pooled budgets 5. The Islington Borough Partnership will provide a clear and more effective governance framework for integration locally including more shared and local decision making around our local resource. It is proving to be an effective forum for establishing vision, working principles and a plan of action across the Islington footprint. 6. A strong working relationship across NCL boroughs exists and Directors of Adult Social Care and Directors of Commissioning work together to ensure the local authorities have a strong voice in the ICB developments that advocates for our residents locally. 				
Action	Expected impact	Resources required	Owner	Due Date	Status	
The Local Integrated Care Board, Children’s Partnership Board, Islington Borough Partnership and H&WB will continue to work together to strengthen Health & Social Care cross system working and on-going integration. Together we will set out our plans and proposals clearly from a place perspective, using evidence-based practice and population health data for Islington. We will work closely with the Integrated Care Board as they develop their plans for the future.	Reduce overall risk score	Capacity to effectively coordinate agreed ICS arrangements	J. Everson	Ongoing	In progress	
Review of section 75 arrangements to inform the design of future service delivery models, as well as review overall governance arrangements	Reduce overall risk score	Staff	J. Everson	Dec 2024	In progress	

Risk Information Risk Title – 14. Serious Health and Safety Incident (Occupational)	Risk Scores	Existing Controls			
<p>Risk - Serious Health and Safety Incident Cause - Non-compliance with policies or procedures Consequence - Life-changing injury, fatality, compromising the health, safety and wellbeing of workforce, service users or public, potential enforcement action. Risk Update - There has been an increase in staff reporting of incidents, which indicate an improve awareness of staff on how to report and what to report. Verbal abuse and physical violence by residents towards council staff and contractors continue to increase, with a particular increase in housing and environment services. In response, all relevant staff will receive refresher training on relevant health and safety policies, e.g. lone working, and new training on conflict management is being delivered from April 2024. The health and safety team are working closely with senior officers to drive awareness of this issue across all services and continue to monitor trends closely. The team is also reviewing how contractors are managed. Work-related stress continues to be a significant cause for staff sick absence and the team is working with HR colleagues to ensure the Council has an appropriate approach to address this issue. All types of health and safety incidents continue to be reviewed for any emerging patterns in the type of incidents and level of incidents by service. Targeted training is provided as needed. The Council is currently reviewing the operating model for the health and safety function to ensure it meets the needs of the organisation.</p>	<p>Current Score: L:3 I:4 Target Score: L:1 I:4 Gap to target: L:2 I:1</p>	<ol style="list-style-type: none"> Regular reviews of Corporate Health and Safety policy and other Health and Safety policies. Auditing plan to monitor compliance with H&S policies. Health and Safety training included in corporate induction for new starters. Role specific training provided by services with support from Corporate Health and Safety Team. Annual health and safety performance report to CMT Schools which have a service level agreement with H&S Team are supported by corporate health and safety and regularly audited. Ongoing joint work with HR to support managers and services (place, physical and mental wellbeing). 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Roll out health and safety training programme to address occupational violence, including a new module on conflict management	Reduce Likelihood	Staff	S. Biggs	Dec 2024	In progress
Implement revised 3-year (2023-26) H&S audit plan with annual reviews.	Reduce Likelihood	Staff	S. Biggs	Den 2026	In progress

Risk Information			Risk Scores	Existing Controls		
<p>Risk Title – 15. Failure to effectively respond and recover from critical incident</p> <p>Risk - Failure to effectively respond and/or recover at a corporate or service level from critical/major incidents as a council. There is a risk we are not able to recover critical internal processes or respond effectively to a major incident following a disruptive event (internally/externally) within a suitable timeframe.</p> <p>Cause - Inadequate emergency response/contingency plans business continuity (BC) planning, disaster recovery and organisational preparedness and resilience.</p> <p>Consequence - Damage to reputation, resident safety, increased cost for response due poor planning, unacceptable response time.</p> <p>Risk Update: The Council is in the last phase of launching the Islington Resilience Board which will enhance crisis response capabilities across directorates. Purpose and governance structures have been agreed, with the second phase involving identifying directorate representatives and providing training for them. The Resilience Board is expected to be fully operational by autumn 2024. Once training has been completed, capacity for incident response will increase from circa 30 staff to circa 50 staff. The team is also exploring how to increase capacity for 24h on-call function to add one more member of staff to the rota to ease pressures on the existing four on-call staff. There is also a wider push to increase organisational resilience, and this has resulted in a review of the service; as a result there will be a requirement for additional resource to enable equal allocation of resources across emergency planning and business continuity along with a resource for managing the additional crisis response officers across the council and to enable assurance by testing and exercising.</p> <p>There remains significant uncertainty around the details of the new statutory requirements under the proposed Protect Duty (also known as Martyn’s Law) and where the enforcement responsibilities will lie. Consultation on requirements for the standard tier has been completed (i.e. premises with capacity of 100-799 people, places of worship and educational settings). There is not yet clarity on which body will enforce the new duty and what this enforcement will look like. If enforcement duties are placed on local authorities, this might mean additional financial burden on the Council. While the forward outlook for this risk is looking positive over the next 12 months, the risk score remains the same due to the level of uncertainty. It is expected that the risk exposure will decrease once the Resilience Board is fully operational.</p>			<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Corporate Business Continuity plan and policy are in place. 2. Business continuity has been reviewed to enhance our approach to resilience and improve consistency across our services. 3. Standardised response roles across the organisation. 4. Introduction of an Islington Resilience Board to provide ‘resilience champions’ in each directorate to enhance organisational resilience. 5. Undertake lessons learned after any incidents. 6. Introduce standardised roles as part of the wider crisis response. 7. Maintain increased capacity of LALO’s to support function. 8. Emergency generator at 222 office – Disaster recovery/Business Continuity. 9. Bespoke incident control room at 222 office 		
Action	Expected impact	Resources required	Owner	Due Date	Status	
Operationalise the Resilience Board, including providing training for directorate resilience champions	Reduce impact	Staff	J. Young	Autumn 2024	In progress	
Increase 24h on-call capacity	Reduce impact	Staff / Equipment	J. Young	Dec 2024	In progress	
Adopt technology and tools to support effective business continuity	Reduce impact and likelihood	Staff, Partners	J. Young	Spring 2025	Planned	

Risk Information		Risk Scores		Existing Controls		
<p>Risk Title – 16. Serious Health and Safety Incident in Housing</p> <p>Risk - Serious Health and Safety incident in the Council’s housing stock Cause - Non-compliance with statutory duties /regulations Consequence - Multiple fatalities, legal/regulatory action Risk Update - There were no serious health and safety incidents reportable to HSE in 2023/24. Damp and mould cases continue to be high, and the service has diverted resources and is actively encouraging residents to report any issues. For work completed, there are low recurrence rates, and the use of remote monitors is helping. The Housing Ombudsman special investigation in 2023 confirmed the quality of the Council’s governance and processes in addressing mould and damp. The service has prepared for new fire safety regulation and awaits assessments of its 87 tall buildings building safety cases. The mock assessment with the regulator suggested good levels of fire safety compliance. Work continues on improving fire safety in street properties and additional resources have been brought in to keep the program on target. Type 4 fire risk assessments of tall buildings completed and works in progress to address issues. A review of medium rise blocks is underway. The Homes & Estates Safety Board has been revamped and will be joined by tenants in 24/25. Work continues with the insurance contractor responsible for checking lift works to improve performance. A secondary contractor has been brought in to support activities. Performance in all tenant satisfaction measures is strong with detailed action plans for any non-compliant properties.</p>		<p>Current Score: L:2 I:5 Target Score: L:1 I:5 Gap to target: L:1 I:0</p>		<ol style="list-style-type: none"> Homes & Estates Safety Board provide challenge on key risks (Fire, Water, Construction, Electric, Gas, Lifts, Damp) Ongoing delivery of Fire Safety Action Plan Ongoing Fire Risk Assessment programme, with annual cycle for tall buildings with ‘tolerable’ rating (rather than every 3 years as per regulations – commitment given post-Grenfell). Fire Risk Assessments for all 87 tall blocks have been completed and published online for transparency. Liaison with the Department for Levelling up, Housing and Communities and London Councils on emerging resident safety issues. Housing Directors Fire Safety Sub-Group – monthly meeting to review actions, include senior staff from the London Fire Brigade (LFB) and Department for Levelling Up, Housing and Communities Cyclical testing for electrical, lightning, legionella and construction risks remains on track. Responsive testing service for asbestos containing materials (ACMs) in place. New team structure being put in place in 2023/24 alongside additional resources and systems to ensure a joined-up service that meets the needs of new regulations. Damp and Mould Task Force in place and strategy embedded 		
Action		Expected impact	Resources required	Owner	Due Date	Status
Continue liaison with Department for Levelling up, Housing and Communities and London Fire Brigade		Reduce Likelihood	Staff	J. Young	Ongoing	In progress
Project to roll out inter-linked alarms in street properties		Reduce Likelihood	Staff	J. Young	June 2024	In progress
Undertake Building Safety Certificate Process with Regulator as requested		Reduce Likelihood	Staff	J Young	Ongoing	In Progress
Investigate root causes of damp and mould and seek investment to reduce occurrence		Reduce Likelihood	Staff, capital funding	J Young	December 2024	In Progress

Risk Information		Risk Scores	Existing Controls			
Risk Title – 17. Safeguarding Children Risk Safeguarding practice and provision for children and young people are ineffective to current and new familial and extra familial risks. Cause Non-compliance with procedures, safeguarding practice and provision for children and young people are ineffective to current and new risks, lack of suitable trained and recruited staff, increase in demand Consequence Significant harm to a child(ren), death of a child Risk Update: There is a continued increase in complex cases with the cost-of-living crisis adding pressure of families. Mental health issues are increasingly a factor for parents which is having an impact on families. Brexit and cost of living crisis continues to create a difficult recruitment market for social workers and staff in residential care settings. The Council continues to work with stakeholders to address recruitment challenges. Despite these challenges, the Council has consistently maintained staffing levels where we are able to respond to safeguarding concerns and comply with procedures. New legislation on unregulated accommodation for children in care has heightened the lack of suitable placements for 16–17-year-olds, which is a difficult issue nationally. The service is working closely with housing to identify housing options for care leavers and vulnerable families. Family Courts have worked through the backlog caused by Covid-19 which means decisions can be made quicker on child placements.		Current Score: L:2 I:5 Target Score: L:2 I:5 Gap to target: L:0 I:0	<ol style="list-style-type: none"> 1. Robust Quality Assurance and monitoring processes in place. The Safeguarding and QA team has mechanisms for scrutinising practice to ensure compliance and reviewing decisions to ensure good outcomes for children. 2. Training and development processes in place which give ongoing assurance regarding quality of work and adherence to legal framework 3. Workforce strategy in place. 4. Close liaison with family courts 5. Placements sufficiency strategy (additional resources in our placement team and working regionally to devise solutions). 6. Increased mental health and clinical support in care leaving service. 7. Monthly meetings with performance monitoring team to monitor data and trends. 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Review workforce strategy to ensure appropriate skill sets and prioritisation of resources.	Reduce likelihood and impact	Staff/Finance	J. Abbey	Ongoing	In Progress	
Working locally, regionally and nationally to alleviate the lack of care placements.	Reduce Likelihood	Staff	J. Abbey	Ongoing	In Progress	

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Risk Information Risk Title – 18. Increasing homelessness pressures	Risk Scores		Existing Controls		
<p>Risk - Increasing numbers of people applying as homeless lead to the increased use of expensive and inappropriate use of temporary accommodation which will place a financial burden on the Council’s General Fund budgets.</p> <p>Cause - Increasing numbers of people applying as homeless due to the cost-of-living crisis, the war in Ukraine and the sale of private rented properties due to the wider global economic environment.</p> <p>Consequence - Considerable financial pressure on the council’s General Fund budget, hardship for Islington residents facing homelessness.</p> <p>Risk Update: The number of people experiencing, or at risk of, homelessness nationally started to rise in 2022/23 and is expected to continue to increase for the next two years. The forward trend is worsening as the number of people and costs per night keep increasing month on month. In Islington, the use of temporary accommodation increased by 28% in 2023/24 compared to the previous year. This resulted in an overspend on circa £500k compared to the London average overspend of £5.7m. Over the coming year both financial and reputational risk is expected to rise, as the housing crisis is making it increasingly difficult to find housing solutions locally. The use of B&Bs is on the rise across London, but so far only used in very small numbers in Islington. The council is having to look outside of the borough to find housing solutions which negatively affects individuals being moved away from their communities, including school children. The cost of private renting is increasingly unaffordable for people eligible for benefits and there has been a 41% reduction in available private letting in the last year as landlords are selling their properties.</p> <p>Islington has secured a total of £102m funding from the Greater London Authority and UK Government to buy back ex-Council homes for use as accommodation for the most vulnerable. This will significantly reduce the cost of temporary accommodation going forward. To date (April 2024) 157 ex-Council homes have been bought back, with another 200 estimated to be bought in 2024/25. Despite this progress, the Council struggles to keep up with demand. Home Office policy of decanting asylum seekers granted right to remain from hotels added around 500 people at risk of homelessness in 2023/24.</p>	<p>Current Score: L:3 (+1) I:3 (+1)</p>	<ol style="list-style-type: none"> 1. Procedures in place to comply with the National Statutory Framework on housing duty and duty to relieve homelessness 2. New policy framework to be put in place for temporary accommodation and housing allocations scheme 3. Data collection and monitoring systems – new MRI application system provider being procured to strengthen this area 4. Islington Homelessness Partnership – a collaboration with service users, charities, community and faith organisations, the council and local businesses to deliver the vision in the Council’s Homelessness Charter 5. Housing Aid Team supporting people to find temporary accommodation and creating Personal Housing Plans 6. Homelessness and Rough Sleeping Strategy 7. Outreach team specialised in supporting and preventing rough sleeping 	<p>Target Score: L:2 I:2</p>	<p>Gap to target: L:1 I:1</p>	
<p>Action</p>	<p>Expected impact</p>		<p>Resources required</p>	<p>Owner</p>	<p>Due Date</p>
<p>Implement new housing allocation scheme and temporary accommodation framework</p>	<p>Reduce overall score</p>	<p>Staff</p>	<p>J. Young</p>	<p>April 2024</p>	<p>Planned/in progress</p>
<p>Deliver scheme to buy back ex-Council homes</p>	<p>Reduce overall score</p>	<p>Staff</p>	<p>J. Young</p>	<p>From October 2023 and ongoing</p>	<p>In progress</p>
<p>Continue to pursue government funding to support service delivery</p>	<p>Reduce overall score</p>	<p>Staff</p>	<p>J. Young</p>	<p>Ongoing</p>	<p>In progress</p>

Risk Information	Risk Scores	Existing Controls
Risk Title – 19. Recruitment and Retention		
<p>Risk - Failure to attract and retain the diverse talent we need at every level of the organisation to deliver our services and 2030 ambitions.</p> <p>Cause - A challenging labour market. Low turnover resulting in limited opportunities for progression. Lack of engagement by some directorates in apprenticeship programmes and pathways into employment. Limited use of social media and modern attraction mechanisms.</p> <p>Consequence - We won't be able to deliver our services.</p> <p>Risk Update – A new workforce strategy was launched last year. Workforce planning has been built into the new People Planning process and directorates now have a People Plan to support the recruitment and development of a diverse and inclusive workforce. There is now a commitment for all sc6 and under roles within the council to be considered for apprenticeships by default. The Challenging Inequality Programme for Islington as an employer includes a range of activities to improve equality, diversity and inclusion. An Internal first approach and diverse panels have been implemented. The recruitment process has been reviewed and an inclusive recruitment action plan is being implemented. Work continues with our Anchor Institutions network to share best practice on inclusive attraction and recruitment processes. A talent attraction strategy is being implemented which includes our employer value proposition. The strategy identifies skills gaps, hard to recruit area and identifies supportive solutions. We now have 3 cohorts of the Islington Management Diploma, Leadership programme and cohort 3 of the Emerging Leaders programme begins in May. We are working with recruitment agencies to ensure a diverse field of candidates where recruitment is required for senior leadership roles.</p>	<p>Current Score: L:3 I:3</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Business planning and People planning process 2. The Corporate Management Team quarterly HR reports which include information in relation to recruitment challenges and equalities in order to monitor progress. 3. Internal first approach and diverse panels 4. Sc6 and under consideration for apprenticeship commitment 5. The Challenging Inequality Programme workstream on 'Islington as an Employer' 6. The Public Sector Equality Duty (PSED) and Gender Pay Gap reports are incorporated in the Annual Workforce report. 7. Roll out of Islington's employer brand and employee value proposition

Action	Expected impact	Resources required	Owner	Due Date	Status
Implementation of the Islington as an Employer workstream	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	On track
Implementation of the talent strategy	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	In progress
Implementation of the inclusive recruitment plan	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	In progress
Implementation of the apprenticeship strategy	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	In progress

Risk Information		Risk Scores		Existing Controls	
<p>Risk Title – 20. Serious information breach or non-compliance with legislation</p> <p>Risk - The Council does not keep sensitive and/or personally identifiable information secure Cause - Non-compliance with policy and procedures Consequence - Fine, Reputational Damage, risk to individuals, legal action Risk Update – The council has reported two data breaches to the Information Commissioner’s Office since the last risk update. One was closed by the regulator with no further action, and one is still under review by ICO. The Data Protection and Digital Information (No.2) Bill was laid before parliament on 8 March 2023 but fell when the general election was called in May 2024. Should the Bill be re-introduced after the general election, the proposed changes are not expected to result in significant operational changes for the Council as it complies with current legislation. The council’s compliance with FOI and SAR response times improved over the second half of 2023/24, following the implementation of a centralised model for handling requests. There is a concern that requests are on the rise which is putting pressure on teams to provide information within the required timescales. The open data strategy, to publish more data on the Council’s website, continues to be rolled out and it is hoped this will help to reduce the number of formal FOI requests. Work is in train to manage risk of the use of AI in council services. The policy is currently under review to ensure it is fit for purpose and the use of AI will also be covered under the digital strategy that is under development. Currently, Information and Digital Governance team must approve all AI projects to ensure appropriate risk management of data.</p>		<p>Current Score: L:3 I:3 Target Score: L:3 I:3 Gap to target: L:0 I:0</p>		<ol style="list-style-type: none"> 1. The Information Governance Board is in place to ensure that the SIRO receives assurance that the council is managing all information risks and complying with legislation. The Board also reviews any new risks to compliance – both DP and FOIA. 2. Timeliness of FOIs and SARs – this continues to be monitored – the operating model has been reviewed and a centralised approach with a corporate team has been implemented 3. Monitoring of ICO guidance – ongoing 4. Embedding of the accountability principle – the council continues to ensure that this is embedded through meetings with IAOs and the use of Corestream to ensure there is clear oversight of all information assets and any associated risk and action. 5. A new IG strategy and associated action plan was agreed and is in place. 6. The council has a network of Information Asset Owners (IAOs) who are members of SLT and accountable for ensuring that any risks to their information is well managed. The Information Governance team continue to meet with IAOs and their Information Leads on a quarterly basis. 	
Action	Expected impact	Resources required	Owner	Due Date	Status
Review of effectiveness of processes, e.g. specialist redaction software and improved scanning processes.	Reduce L	Staff	D. Hodgkinson	Sep 2024	In progress
Continue implementation of the open data strategy so that members of the public can access information more efficiently. The council will publish a schedule of when information will be published to support this.	Reduce overall risk score	Staff	D. Hodgkinson	Ongoing	In progress

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Risk Information Risk Title – 21. Domestic Violence Abuse	Risk Scores	Existing Controls			
<p>Risk - Failure to provide effective practice and provision for victims of domestic violence abuse.</p> <p>Cause - Accessibility to early intervention, economic slowdown/cost of living crisis resulting in increase in poverty, mental health issues and tensions within homes, inadequate capacity within the service</p> <p>Consequence - Serious harm to individuals and families</p> <p>Risk Update- There continues to be an increasing trend in referrals of cases at risk of serious harm and domestic homicide to the Daily Safeguarding Meeting, but overall numbers are increasing less steeply than in previous years. There has been an increase in the complexity of cases seen, often linked to mental health and substance misuse, and a rise in cases involving non-fatal strangulation, adult child to parent abuse and cases involving young people.</p> <p>There has been significant investment in this area over the last few years, and the Council has increased capacity within specialist domestic abuse services and Islington's DA perpetrator service which recently achieved the national Respect Standard. Staff have received specialist training to support awareness of Domestic Abuse and this has led to increase identification and an improved response to survivors and families.</p> <p>While the VAWG service is relatively well resourced to meet demand and achieves very good outcomes for survivors and families, it is impacted by increased financial and resource pressures in other services such as housing, adult social care, police and probation services. The increase in the complexity of cases involving multiple disadvantage and non-fatal strangulation is very concerning as these are factors highly prevalent in domestic homicides.</p>	<p>Current Score: L:3 I:3</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> Investment has transformed the Council's service offer, and this has been bolstered by additional funding secured from Public Health, Mayor's Office for Policing and Crime (MOPAC) and Violence Reduction Unit. This has been used to: <ul style="list-style-type: none"> Increase the number of Independent Domestic Violence and DA support roles in Islington -co-located in mental health, sexual health services, Bright Start and Children's Services Contact Team, Targeted Youth Support and BAME services Extend the IRIS project (Identification and Referral to Improve Safety) providing DA training to GP practices, chemists etc. Sustain the DA counselling services Establish DA Daily Safeguarding meetings Raise awareness and improve response to VAWG through a comprehensive workforce development programme building on Keel project Provide phones to victims/survivors reporting DA and to survivors Establish a new Intimate Partner Violence service Secured funding for a full time PHD student with University of Essex to evaluate the VAWG Transformation programme The police's safeguarding teams in Islington are continuing to work closely with the council to ensure the safety of those experiencing DA and their children. A borough wide communications campaign is bringing VAWG services to the attention of residents & stakeholders. Housing services campaign to promote the support available to residents and all housing officers are trained to support tenants experiencing DA. Temporary accommodation scheme prioritises victims of domestic abuse. Dept. for Levelling Up, Housing and Communicates Earned Autonomy funding for 3 Project Officers in the Workforce Development Team, 1.5 IDVAs in Brightstart and contributing to work with DA perpetrators and DA counselling. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Working with partners to hold perpetrators to account	Reduce Likelihood	Staff	J. Abbey	Ongoing	In Progress
Review impact of activities to inform the development of the next strategy	Reduce Likelihood	Staff	J. Abbey	Dec 2024	In progress
Deliver VAWG Strategy Implementation Plan for Islington	Reduce Likelihood	Staff	J. Abbey	2026	In progress

Risk Information	Risk Scores	Existing Controls
Risk Title – 22. Well Managed Workforce		
<p>Risk- Failure to successfully manage our workforce to deliver corporate priorities</p> <p>Cause - Lack of management and leadership experience and ability to manage performance effectively through a focus on outcomes.</p> <p>Consequence –Workforce may not be engaged and motivated to deliver its full potential, impacting service delivery.</p> <p>Risk Update: The new performance development framework (Check-Ins) is being embedded following its launch in April 2023. The check-in process incorporates our CARE values framework while also focusing on delivery and performance development. A new programme for managers called 'Leading with CARE' is being piloted and rolled out in 2024, as part of the investing in a high performing workforce commitment in the 2030 plan. The council's other leadership programmes (Emerging Leaders and Islington Management Diploma) continue which include modules on performance and leadership. The council's learning management system, MyLearning, continues to be a central place to evaluate and develop online and face to face learning options to support management development. The Islington leadership network, led by the Chief Executive along with the Directors forum has also been developed further to support learning and discussion across senior management network.</p>	<p>Current Score: L:3 I:3</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Chief Executive management communications. 2. Performance development framework – Check Ins and Check In Reviews 3. CARE behaviours' Framework and toolkit 4. Islington Management Diploma, Leadership programme and Management development for existing/aspiring managers 5. MyLearning, the council' learning management system 6. Islington Leadership network and Directors Forum 7. 2030 plan

Action	Expected impact	Resources required	Owner	Due Date	Status
Continued development of the learning and development offer to support management, leadership and workforce development	Reduce L and I by 1	Existing staff resource System costs (budgeted)	D. Hodgkinson	Ongoing	On track
Embedding of the new performance development framework	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	On track
Continued cohorts of the Islington Management Diploma and Emerging Leaders programme	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	On track
'Leading with CARE' leadership development programme	Reduce L and I by 1	Existing staff resource	D. Hodgkinson	Ongoing	On track

Risk Information Risk Title – 23. Pupil Attainment Gap	Risk Scores	Existing Controls			
<p>Risk - Systemic failure to promote conditions (i.e. attendance) and quality provision and interventions which compound and increase pupil attainment gap for pupils</p> <p>Cause – levels of persistent absence, fixed term exclusions, the number of pupils opting to electively home educate, School fundings and viability remains a further challenge.</p> <p>Consequence - Pupils may not achieve their full academic potential (potential for a greater impact on vulnerable pupil’s educational outcomes)</p> <p>Risk Update: Outcomes for 2023 have been published with key headlines:</p> <ul style="list-style-type: none"> EYFS and Phonics outcomes in-line with national but below Inner London in 2023 Key Stage 1 expected standard outcomes were better than national but slightly below Inner London except for Maths which was in-line for 2023. Greater depth outcomes were above National and Inner London across all measures. Key Stage 2 expected standard outcomes were better than national in all subjects in 2023 but below Inner London. Greater depth outcomes were above National across all measures but below Inner London. The Attainment 8 (A8) score was higher than national in 2023 but below Inner London. 2023 A8 was higher than pre-pandemic 2019 levels. The Progress 8 (P8) score was in line with National but below Inner London 4.5% of post-16 students were NEET in 2023 compared with 4.7% in 2022. This is below national but higher than Inner London. Primary attendance rates are lower than national, inner London, and statistical neighbours. Primary Persistent Absence (PPA) is higher than national, inner London, and statistical neighbours. Secondary attendance rates are lower than national, inner London, and statistical neighbours. Secondary Persistent Absence (SPA) is higher than national, inner London, and statistical neighbours. 	<p>Current Score: L:2 I:4</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:0 I:2</p>	<ol style="list-style-type: none"> Islington Council approved the Islington Education Plan, SEND Strategy and School Organisation Plan in October 2022. All three plans are interwoven that focus on putting children and young people first so that schools are inclusive and viable. Progress against the three plans are shared half termly with governing bodies, head teachers and the Education Board, Children’s Scrutiny Committee and the Learning and Achievement senior management team. Progress towards the 6 education priorities will focus on disproportionately of vulnerable groups (ethnicity, SEND, FSM, LAC etc) Secondary school leaders (ISSCL) meet every half term to review progress and achievements in secondary schools, particularly in relation to suspensions and attendance. This is strengthened by the creation of the ISSCL Deputy Head group (both pastoral and curriculum) From September 2023, statutory DfE guidance will be implemented to improve attendance, with a specific focus on schools and the local authority working in closer collaboration. All schools have been RAG rated to identify the appropriate level of support. Attendance remains a risk to poor outcomes and to combat this every school has been RAG rated so that support is targeted appropriately. Inclusion hubs have been established on a locality footprint o share good practice. The new approach to school improvement delivered through the Islington Professional Partner (IPP) programme. This sees experienced and credible headteachers commissioned to support all schools. A more robust oversight of schools. Careful analysis has been undertaken to identify where expertise exists in schools so that support can be brokered on a school-to-school approach. A relentless approach on suspensions has seen a significant improvement in Secondary School suspensions but this remains a priority. Islington continues to achieve in line with national at all key phases but more needs to be done to address disproportionality and to bring Islington in line with inner London. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
<p>The Education Plan identifies the following priorities for Islington education settings and the local authority:</p> <ul style="list-style-type: none"> To improve attendance and reduce persistent absence. To become an exclusion-free borough. To eliminate all remaining disparities in educational achievement. Increase take-up of Islington’s Free Early Education Entitlement (FEEE) for two, three and four-year-olds. 	Reduce impact	Staff	J. Abbey	2030	In Progress

Risk Information	Risk Scores	Existing Controls				
<p>Risk – 24. Change Programme Delivery</p> <p>Risk – Corporate governance arrangements to manage transformational change programmes may not be fully embedded to enable successful delivery of strategic ambitions.</p> <p>Cause - Financial challenge, inadequate governance mechanisms, lack of project management capability</p> <p>Consequence - Change activity faces delay, declining quality and cost escalation, financial/other benefits are not met in full.</p> <p>Risk Update – The Transformation Service is being disestablished from 2026 and savings have been baked into the Council’s MTFS.</p> <p>The arrival of a new Corporate Director and CEO has put in place a refreshed approach to the delivery of the Corporate 2030 plan. A new Mission delivery board has been established to take forward the function of the Islington Together Board. This board will operate as the central accountability and monitoring structure for change programmes aligned to strategic mission delivery. This new operations board will become the central governance and all programmes will be reported through this central gateway. The new Mission delivery model will be underpinned by a clear governance structure which will provide tighter overview of programme delivery.</p>	<p>Current Score: L:3 I:2</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. A Transformation PMO toolkit is available for staff to enable consistency in reporting and assurance. 2. Project and programme management training in place 3. A new Mission Delivery Board has been stood up to ensure central accountability and monitoring on delivery of all change and transformation projects and services moving forward. The mission delivery Board is chaired by the CEO and Co-Chaired by the Corporate Director of Community Engagement and Wellbeing. 4. A new Change control process and framework is being developed and will be rolled out from 2025/26. 				
Action	Expected impact	Resources required	Owner	Due Date	Status	
Implement a new model for transformational change delivery	Reduce impact and likelihood	Staff	R. Chand	Ongoing	In progress	
Implement PowerBI dashboard reporting for monitoring delivery	Reduce likelihood	Staff	R. Chand	Ongoing	In progress	

Risk Information Risk Title – 25. Serious Fraudulent Activity	Risk Scores	Existing Controls			
<p>Risk- Serious fraud or corruption Cause – Lack of adequate governance arrangements including key controls and fraud awareness Consequence - Financial and reputational damage to the Council Risk Update: The increased capacity in the Corporate Investigations team has resulted in proactive reviews being delivered. The team is continued to manage the reactive case load alongside the programme of proactive anti-fraud activity including engagement with the enhanced National Fraud Initiative. The corporate investigations team liaised with the Council’s other investigations teams (such as housing and parking) as well as the London community via the London Borough fraud investigators group. The team have delivered fraud awareness sessions as applicable.</p>	<p>Current Score: L:3 I:2 Target Score: L:2 I:2 Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. A whistleblowing policy and anti-fraud strategy and policy is in place. 2. Regular reporting to Audit Committee takes place including bi-annual whistleblowing monitoring reports and an annual fraud report. 3. Internal Audit and Corporate Investigations work closely to ensure that intelligence is shared to support the identification of fraud risks. 4. Internal Audit and Corporate Investigations also work jointly on some investigations to ensure that Internal Audit are able to make recommendations to enhance controls and prevent the recurrence of fraud. 5. Fraud risks feed into the annual Internal Audit Plan. Delivery of the Internal Audit Plan ensures that recommendations are made to address control weaknesses. 6. The Corporate Investigations team stay abreast of fraud alerts and fraud risks and share intelligence to service areas. 7. Corporate Investigations provide controls advice and fraud awareness sessions to service areas as applicable. 8. Corporate Investigations oversee the National Fraud Initiative (NFI) produced by the Cabinet Office, with service areas taking responsibility for their data matches (e.g. Housing, Parking). 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Continue to engage in the National Fraud Initiative	Reduce likelihood	Staff	D. Hodgkinson	October 2024	Ongoing
Continue to develop an anti-fraud culture across the council through fraud awareness training and proactive anti-fraud reviews	Reduce likelihood	Staff	D. Hodgkinson	Ongoing	Ongoing

Risk Information		Risk Scores		Existing Controls	
Risk Title – 26. IT Transformation and Resilience					
<p>Risk - We do not deliver 1) IT projects which are required to enable effective business delivery and 2) provide strong systems resilience, to ensure residents have effective digital services.</p> <p>Cause - Insufficient planning/resourcing/funding to deliver the IT strategy. Lack of resources to build and monitor resilience, lack of disaster recovery planning</p> <p>Consequence - Operation disruption, additional cost, reputational damage</p> <p>Risk Update - Most of the critical resilience applications/systems have now been moved to cloud-hosted services. Digital Services currently host the primary data centre at 222 Upper-Street comprising approximately two thirds of the council's core infrastructure. The site is not ideal as a data centre due to the following factors, age of the building, location of the data centre (in the basement), issues with flooding and sewage, electrics are dated despite power backup services in place. We have commenced a discovery exercise around exiting out of 222 Upper Street and to a third party hosted dedicated data centre, which is purpose built and resilient. Where possible services will be moved to Cloud or supplier/vendor hosted. Existing hardware will be upgraded to co-exist with Cloud services and be more secure and assist with our cyber security accreditations going forward.</p> <p>We are also further developing our Data platform, implementing controls to ensure that we enhance its resiliency and security and reviewing how we share some of this data with trusted partners and residents.</p> <p>Application landscape mapping is being undertaken to allow us to understand our environment better and how we can consolidate the applications and systems we use. This mapping has already commenced for the new resident experience programme.</p>		<p>Current Score: L:3 I:2 Target Score: L:2 I:2 Gap to target: L:0 I:0</p>		<ol style="list-style-type: none"> 1. The current controls include the ongoing use of the Information Technology Infrastructure Library (ITIL) service delivery framework to ensure operational services are effective in maintaining the current platforms on which we need to build. 2. Digital Services has established shared same processes, tools and methodologies to create greater transparency and control of projects. 3. As a strategy the council is moving to cloud and Software as a Service (SaaS). For example, the Office365 components run in cloud and will still operate if 222 fails entirely. 4. Vacate the primary datacentre (222) in favour of cloud delivery and/or third-party data centre. 5. Business Continuity plans are in place. 6. Applications will be progressively upgraded to cloud where they are naturally architected to be more resilient and are not vulnerable to on-premises hardware failures. 7. The cloud approach also spreads the attack surface for cyber activity reducing the impact should an attack be successful. 	
Action	Expected impact	Resources required	Owner	Due Date	Status
Continued delivery of IT strategy	Reduce overall score	IT/Staff/Finance	D. Hodgkinson	Ongoing	In Progress
Continued delivery of planned IDS projects	Reduce Likelihood	Staff/IT	D. Hodgkinson	Ongoing	In progress

Risk Information Risk Title – 27. School Viability and Place Planning	Risk Scores	Existing Controls			
<p>Risk - Failure to implement a coherent strategy for managing the demand of school places, that could impact the pattern of provision and schools' viability.</p> <p>Cause - Significant reduction in pupil demand reflective of reduced birth and fertility rates within inner-London, impacted by Brexit and Covid, reduction in pupil yield from new housing, and outward migration due to cost of living crisis. Real terms reduction in school level funding over the medium term</p> <p>Consequence - Schools become non-financially sustainable and unable to deliver the broad and balanced curriculum. Loss of confidence in the Council and quality of education impacted (all stakeholders)</p> <p>Risk Update: Demand for school places has fallen. In part this drop in demand has been driven by declining birth rates across London. Local evidence indicates that the reduction in births in Islington is likely to remain an ongoing trend. Individual school balances have been in decline since 2019 caused by the falling rolls, combined with increasing special education needs and disability (SEND) and increasing cost pressures such as rising energy costs. An increasing number of Islington schools are projected to go into deficit. In response, the Council is providing quality assurance of school deficit recovery plans to eliminate deficits within three years. The School Deficit Management Board provides scrutiny and challenge to schools to ensure they take action to achieve balanced budgets and there is a clear published financial escalation process. The Council is continuing to implement its School Organisational Plan which to date is taking forward one school closure; two school mergers and a series of published admission number reductions. The projected deficit across all maintained schools for 2025/26 was £15m in Q4 2022/23, reduced to £9.7m in the mid-year re-forecast in October 2023. The Council continues to take robust action to further reduce the deficit.</p>	<p>Current Score: L:2 (-2) I:2</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> 1. Monitoring of school budgets 2. Quality assurance of school deficit recovery plans to eliminate deficits within 3 years 3. Supporting schools to create appropriate staffing structures 4. Financial Audits of schools – including sharing lessons learnt 5. Support through Financial Improvement Groups providing focussed support on sustainable budgets 6. Delivery of a phased series of structural actions to implement the School organisation plan for 2022-2025, now entering a third phase, with phases 1 and 2 secured. 7. Annual updated roll projections with robust checking. 8. Admissions consultation completed (for admission in 24/25) 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Implementation of the school organisation plan through a phased series of actions	Reduce Likelihood	Staff – PM support	J. Abbey	Ongoing	In progress
Increased monitoring of school budgets	Reduce Likelihood	Staff	J. Abbey	Ongoing	In progress

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Risk Information Risk Title – 28. Non-Recent Child Abuse	Risk Scores	Existing Controls			
<p>Risk - Failure to adequately deliver the Support Payment Scheme and resilience/recovery support for survivors could affect delivery of services or have a significant financial or reputational impact.</p> <p>Cause - Practical support offer does not meet the needs of survivors. Failure to accurately plan, quantify, administer and monitor the support payment scheme. Retention of skilled staff and leadership to administer the scheme including it's closure.</p> <p>Consequence - Decline in the health and wellbeing of survivors. Expenditure exceeds budget for the support payment scheme. Reputational and political damage. Decline in the health and wellbeing of staff.</p> <p>Risk Update: The Support Payment Scheme was launched in May 2022. Governance arrangements is in place with a project board monitoring the delivery of the scheme and a strategic board reviewing overall performance. The risk of fraudulent claims was addressed proactively in the design phase of the scheme with strong mitigations in place. The scheme closed for new applications in May 2024. Additional administration has been designed and implemented for the independent appeals panel stage.</p>	<p>Current Score: L:1 I:3 (-2)</p> <p>Target Score: L:1 I:5</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> Existing practical support offer in place which encompasses trauma counselling, specialist advice, support and assistance for care, housing, appropriate welfare benefits, access to further education and suitable employment and support to access to care records. Relationship, and liaison, with the Islington Survivors Network and other groups who support survivors continues to be managed. An enhanced communications and marketing approach to encourage uptake before the scheme closes Programme governance in place to plan and monitor the full support offer survivors of non-recent child abuse including the approved Support Payment Scheme. A full support offer has a practical support element, a financial element and recognition and acknowledgement by the council of the abuse suffered to helps survivors to heal and to move forward from their experiences. Monitoring wellbeing of staff 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Scheme exit strategy agreed to ensure adequate closure of the scheme and impact on future civil claims post-May 2024.	Reduce Likelihood	Staff	J. Everson	Autumn 2024	In Progress

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REPORT ENDS

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2024-25 Audit and Risk Committee Work Plan

Paper	DATE OF MEETING
<ol style="list-style-type: none"> 1. Verbal financial update 2. Principal Risk Report 	<p>8th July 2024</p>
<ol style="list-style-type: none"> 1. Verbal financial update 2. Risk Deep Dive – Income risks in Environment and Community Wealth building departmental budgets arising from estimates for parking income and commercial rents. 3. 23/24 Internal Audit Annual Report 4. 23/24 Annual Fraud Report 5. Bi-annual whistleblowing monitoring report 	<p>16th September 2024</p>
<ol style="list-style-type: none"> 1. Verbal financial update – 2. Risk Deep Dive – Health and Social Care Integration 	<p>18th November 2024</p>

Paper	DATE OF MEETING
<ol style="list-style-type: none"> 1. Verbal financial update 2. External Audit Update 3. Principal risk update 4. 24/25 Internal Audit Interim Report 5. Council Tax Base Report and CF Forecast 6. Medium Term Financial Strategy 7. Draft Budget Report (post-settlement) 8. Annual Governance Mid-year Review 	28 th January 2025
<ol style="list-style-type: none"> 1. Verbal financial update 2. External Audit Update 3. 25-26 Draft Annual Internal Audit Plan 4. Bi-annual whistleblowing monitoring report 	24 th March 2025
<ol style="list-style-type: none"> 1. Verbal financial update 2. Risk Deep Dive – Topic TBC 3. RIPA Annual Report 4. Cyber Security Annual Report 5. External Audit Plan 2024-25 	20 th May 2025
<p>Items to be scheduled on a future agenda:</p> <ol style="list-style-type: none"> 1. Statement of Accounts 2. External Audit Updates – dates to be confirmed with KPMG 3. Treasury Management Mid-Year review 4. Treasury Management Outturn Report 	

Audit and Risk Committee Response Tracker

Date of meeting	Query raised	Response / Update
<p>18 March 2024</p>	<p>On Item B5, Risk Deep Dive into Social Care Market Instability, the Committee Requested that officers provide a method of monitoring indicators of social care market instability</p>	<p>Responsible service: Strategic Commissioning</p> <p>Date of response: 26/06/24</p> <p>Detail: The Islington Provider Quality Oversight Board (IPQOB) is a multi-agency board of professionals from different disciplines that triangulates information and issues about care providers to provide oversight of the Islington care market. The terms of reference says the IPQOB will ensure that incidents, issues and themes are triangulated and examined, including risks related to safety of care, quality of care, governance, management, finance and environment.</p> <p>In 2023-24, the Boards remit was extended to include financial concerns as well as the wider quality elements.</p>
<p>18 March 2024</p>	<p>On Item b6, Audit and Risk Committee Training, officers were asked to review whether committee members training was up to date.</p>	<p>Responsible service: Democratic Services</p> <p>Date of response: 20/06/2024</p> <p>Detail: The Audit Committee received Internal and External Audit training in March 2023 facilitated by Elizabeth Humphresy (CIPFA) and were invited to Scrutiny Committee Training and Financial Scrutiny Training in September 2023 and January 2024 respectively.</p> <p>The Committee has been invited to Financial Scrutiny training that is taking place on Monday 2nd September at the Town Hall.</p>

		<p>Other areas of recommended training include:</p> <ul style="list-style-type: none"> • Internal controls • Good governance and ethical framework • Risk Management • Financial management • Value for money • Counter fraud and corruption • Partnerships and collaborations • Assurance framework • Financial reporting • Annual governance statement <p>Please contact Jacqueline.Haniff-Bentham@islington.gov.uk if you would be interested in the training listed above.</p>
21 May 2024	On item B2, the draft unaudited 2023-24 Annual Governance Statement. The committee requested a progress report on the key governance issues in 6 months.	<p>Responsible service: Financial Management</p> <p>Date of response: 21 June 2024</p> <p>Detail: Annual Governance Statement Mid-Year Review included on the Forward Plan for November.</p>
21 May 2024	On Item b5, the Cyber Security Annual Report, the committee asked whether a public statement could be produced to reassure members of the public regarding the safety of their data and the council's ability to provide business continuity.	<p>Responsible service: Digital Services</p> <p>Date of response: 21 June 2024</p> <p>Detail: Statement has been produced and awaiting confirmation it has been published.</p>