

CORPORATE RISK REGISTER

Latest Review - 30/11/2025

No.	Risk Event Description	Risk Owner	Current Impact	Current Likelihood	Current Risk Score	Proximity	Mitigating Actions In Place	Future Impact	Future Likelihood	Future Risk Score	Action Owner(s)	Future Actions / Update	Date
1	Reduce the reliance on Exceptional Financial Support over the medium term	CLT Corporate Director of Finance and Resources	5	5	25	Short and Medium term	<p>The Council's financial position is challenging and necessary action has taken place to protect its long term financial sustainability and reduce reliance on Exceptional Financial Support.</p> <p>During 2024/25 this has included:</p> <ul style="list-style-type: none"> Establishing a set of budget and financial planning principles. An open and transparent relationship across the organisation, including with CLT and Members for organisational ownership of the financial position. Review of financial pressures increasing the use of data and evidence to forecast pressures, scenario planning and a more realistic view of risks with the estimates. Review of all current and proposed savings to test their validity and assurance on delivery. Improvement in forecasting and a focus on delivery of savings. Review of other assumptions, including inflation and pay to provide a more realistic financial position across the next five years. Regular review of all assumptions through the annual budget setting process as new information comes to light, up to the point of publication. Review of the Capital Programme which is undertaken annually as part of the budget process and its governance. This includes the newly established Strategic Capital Board to oversee the development, monitoring and reporting of the whole programme and improve the decision making of all schemes. A move towards medium term financial planning and starting the process earlier by delivering Budget Series 2025 over the course of 3 months (April to June). This was a two-day Budget Sessions each month with a focus on increasing awareness and accountability of Leadership Network and time over the Budget Series for identifying budget proposals and delivery plans for 2026/27 and beyond. Focus is now on providing assurance on the existing savings for 2025/26. <p>New budget proposals have been presented to Cabinet in November for consultation to commence. The Draft 2026-27 Budget Proposals and 2026-2031 Medium Term Financial Strategy Report can be found agenda Document for Cabinet, 11/11/2025 18:30</p> <p>Ongoing review of the other assumptions underpinning the MTS and associated budget gaps. This includes regular review of future demand and price pressures, external factors and influences to ensure a realistic budget gap is known and level of savings required.</p> <p>Leadership Team has been asked to: Focus on the delivery of existing savings and getting our internal processes and procedures in place. Develop and implement clear plans for the delivery of the £21.9m of new savings to be delivered next year (of which £7m are new). Continue to focus on getting the basics right and to identify efficiencies and management actions:</p>	5	5	25	CLT Corporate Director of Finance and Resources	<p>Future actions:</p> <p>Future actions:</p> <p>Finance Regulations have been reviewed and updated. Presented and endorsed at Standards Committee and approved by Full Council. Communication and engagement with all budget holders will be undertaken to ensure all officers are aware of their responsibilities and accountabilities</p> <p>Continue to Lobby and engage Government through various channels on the root causes of demand pressures and future funding feeding into the Final Local Government Finance Settlement. This includes through consultation responses, various professional networks and MPs. Continuous engagement with MHCLG to discuss latest financial position and potential EFS requirement for 2025/26, 2026/27 and beyond.</p> <p>Government review expected Nov to March - we will need to demonstrate we are delivering. For 2027/28 - Internal officer planning for 2027/28 to commence shortly in preparation for new administration – planning to put forward further budget proposals to reduce expenditure and generate income in Summer / Autumn 2026. CLT will develop a suite of proposals for the new administration to consider.</p>	31/3/2025 and onwards
1					25		<p>1. Procurement and contracts 2.Improving end to end processes 3.Reducing agency spend. 4.Improving collection of all income due to us. 5. Identify grant funded services - risk where grant ceases in 2026/27, assumption that service stops.</p> <p>Regular review of 'committed' reserves and other historic balances to identify any which can be transferred to manage risks and uncertainties. A full financial response and recovery plan has been developed and overseen by the Chief Executive and Corporate Director of Finance and Resources which has established an organisation emergency response to the financial position. The emergency response has been in place since April and has been reviewed after 6 months. Updated arrangements consists of:</p> <ul style="list-style-type: none"> - Financial Recovery Board , a single board - bi-weekly meeting of Corporate Directors and Directors chaired by the CEX to provide accountability and assurance in respect of progress against the delivery of the plan and the savings -Financial Recovery Cabinet Group continues to meet 6-weekly, chaired by the Leader to ensure clear political oversight of the emergency procedures. <p>From October 2025, the S151 Officer has further enhanced spending controls:</p> <p>A short term freeze on all new non-essential agency requests. Recruitment Panel continues to be in place and meet fortnightly, chaired by the Section 151 officer. All agency and permanent recruitment for non-essential posts (previously only agency) are subject to approval. Only non-essential posts where there is evidence of a link to savings or income generation are approved.</p> <p>Tighter controls through the Spend Control Panel (SCP). All spend over £1,000 (for all payment channels) must be submitted for approval by the director or the SCP. Spend Control Panel remains in place, meets twice weekly. Only essential spend can be agreed by SCP. The SCP will consider all non-essential spend and is more likely to reject these; there will be no appeals process. Directors will need to keep a record of decisions relating to payments they've approved that are deemed to not require SCP consideration, as these decisions are subject to review. Previous Cabinet decisions will be taken account of. This includes spend on Purchasing Card, Internal Payments Requests, one-time vendors, variations to contracts and all other purchase orders. This panel is chaired by an independent previous Section 151 Officer on behalf of the Corporate Director of Finance and Resources. Exceptions to this process are, the delivery of core statutory services, emergency planning or critical response arrangements, appointment of legal counsel, where approved by the Monitoring Officer, Coroners' services, health and safety matters where the risk must be addressed. Panel have rejected £1m of spend that would otherwise be made.</p> <p>Internal audit review of the controls has been completed and implementation of any recommendations will be a priority.</p> <p>All purchase card limits will be reduced to £1,000. Monthly spend limit of £5,000 now introduced. All non-essential purchases over £1,000 must</p>		25			<p>Controls on system to stop payments not agreed through SCP – internal audit review has shown areas of non-compliance i.e. spending through purchase cards. Further review of purchase cards to reduce the number of card holders to essential only. A couple of cards without the £1000 limit will be available for emergency situations that may arise.</p> <p>Review of £9.6m of Services Reserve and £10.4m of Grants Unapplied Reserves underway. Section 151 Officer has now attended all DMTs Any balances remaining within these two reserves will require a completed statement of need and use will continue to be monitored and considered annually if circumstances have changed and balances can be released. Any uncommitted balances will be utilised to fund the forecast overspend in 2025/26 and reduce the requirement for EFS.</p>	
14	Increase in NLWA levy - The replacement of the NLWA Energy from Waste (EfW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/ treatment levy (and any delays could increase the anticipated levy uplift further), resulting in increased financial pressure on the council.	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	5	5	25	Medium/long term	<p>This is a joint risk with NLWA and partner boroughs which is both operational and financial. Haringey continues engagement with regional/national sector bodies and NLWA through cross-borough/NLWA meetings:</p> <ul style="list-style-type: none"> - Dir of Env (monthly) - Dir of Finance (monthly) - Briefings provided to NLWA members prior to formal NLWA meetings (5x per year) - NLWA Member Recycling Working Group (4-5x per year) - NLWA Member Finance Working Group (2-3x per year) - NLWA/Borough officer meetings prior to formal NLWA meetings (5x per year) 	5	5	25	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	Meetings as set out in the mitigating actions continue with progress reports provided by NLWA accordingly	18.11.25

14	The contingency that has been allocated to fund project exposure is insufficient due to cost escalations and design/programme uncertainty New (NLHP) assets could prove more expensive to replace, operate and maintain than planned, affecting the Authority's long-term finances Borrowing to fund NLHP might not be managed to obtain the best terms	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	5	5	25	Medium/long term		5	5	25			
10	Building Control reforms <ul style="list-style-type: none">• Newly-regulated profession to perform certain statutory functions• High levels of retirement across the country, major shortage of qualified staff nationally• Currently 3 qualified permanent staff, out of structure of 11 posts (vacancy of 73%) (as of July 2025). 1 senior officer left in July 2025.• Agency staff rates reaching extreme levels e.g. £95/hr, not sustainable• Risk of not being able to recruit & retain staff• Risk of failing audit inspection by the Building Safety Regulator (BSR)	Rob Krzyszowski	5	5	25	immediate, short & medium term	<ul style="list-style-type: none">• Staff achieved relevant qualifications and registration with BSR• Restructure completed in Spring 2025 following staff consultation, followed by advertising of all updated posts• Recruitment Team published videos and rolling adverts. Do targeted recruitment/headhunting as part of recruitment campaign• 2x LABC Trainees (funded externally) now qualified and appointed into permanent post. 1x further LABC Trainee starting January 2026• Workforce Plan 'Trailblazer' being drafted, presentation to Corporate Director July 2025• Training some staff in Structural Engineering Team to support 24/7 dangerous structures emergency planning rota cover• Briefings for senior management e.g. Cabinet Member, CEO, Corp Directors of E&RE, F&R, CSC, Chief People Officer, Leadership Network (re Grenfell Tower disaster)• Convened London Directors of Planning & Building Control meeting June 2025.• Met with London HR Directors meeting. Now meeting regularly with London Councils HR Director to launch London-wide survey, recruitment campaign, possible agency rate cap, possible lobbying• External support: Completed options workshop with independent consultant with north London Boroughs of Enfield and Waltham Forest• Met with Chair and Managing Director of Hertfordshire Building Control to explore options• Quarterly Building Control performance is reported to Strategic Planning Committee – next one February 2026	5	4	20	Rob Krzyszowski Denis Ioannou	Respond to upcoming MHCLG consultation referred to in letter from MHCLG/HSE/BSR in October 2025: "We also recognise that more needs to be done to support building control authorities to have sustainable levels of capacity and the ability to attract, train and retain building inspectors... we want to assure you that we are continuing with further reforms that will assist Local Authorities directly. This includes a consultation on LA fees and charges reform, which will be launched shortly, aimed at making LA building control financially and operationally sustainable, and the forthcoming report from the Building Control Independent Panel on the future of building control... We are also working with LABC to understand how we might enable further new staff to be recruited and trained as RBIs, as we have done in recent years"	Jul-25
10 (Cont)	<ul style="list-style-type: none">• Risk to safety & emergency critical work of the Council• Risk of not fulfilling 24/7 emergency planning / dangerous structures call out rota e.g. devastating fires, vehicles colliding into buildings etc• Risk of not coordinating Safety Advisory Group (SAG), signing off Building Safety Certificates & fulfilling Safety at Sports Grounds Act statutory obligations for major events with strategic partners e.g. Tottenham Hotspur Football Club Stadium events (crowds up to 65,000 people), Alexandra Palace events, Finsbury Park events• Risk of not providing advice to blue light emergency services including London Fire Brigade, Metropolitan Police for major events to support public safety• Risk of delayed Building Control approvals for Council corporate projects e.g. Civic Centre, Council Homebuilding programme• Risk of increased complaints and Ombudsman cases• Reputational and political risk <p>MHCLG Building Control Independent Panel Problem Statement July 2025 "particularly concerned about evidence suggesting that building control bodies in local authorities... are struggling to recruit. This is particularly challenging for local authorities... Local authorities are at a disadvantage compared to the private sector when paying staff, as a combination of centrally and locally set rules and regulations prevent them from paying staff comparable</p>	Rob Krzyszowski	5	5	25	immediate, short & medium term		5	4	20	Rob Krzyszowski Denis Ioannou		Jul-25
15	The UK Emissions Trading Scheme (UK ETS) is one of the UK's decarbonisation policy instruments. The resulting government regulation of this policy will impact on the Council's statutory disposal point (Edmonton Energy from Waste (EEF) in terms of financial/operating set up may adversely affect cost of waste disposal, or NLWA and partner boroughs fails to implement legislation in a way which maximises effectiveness and value for money	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	5	4	20	Medium/Long Term	This is a joint risk with NLWA and partner boroughs which is both operational and financial. Haringey continues engagement with regional/national sector bodies and NLWA through cross-borough/NLWA meetings: <ul style="list-style-type: none">- Dir of Env (monthly)- Dir of Finance (monthly)- Briefings provided to NLWA members prior to formal NLWA meetings (5x per year).- NLWA Member Recycling Working Group (4-5x per year)- NLWA Member Finance Working Group (2-3x per year)- NLWA/Borough officer meetings prior to formal NLWA meetings (5x per year).	5	4	20	Corporate Director ERE and Corporate Director Finance	This is a joint risk with NLWA and partner boroughs. Engagement with regional/national sector bodies and NLWA through cross-borough/NLWA meetings: <ul style="list-style-type: none">- Dir of Env (monthly)- Dir of Finance (monthly)- Briefings provided to NLWA members prior to formal NLWA meetings (5x per year).- NLWA Member Recycling Working Group (4-5x per year)- NLWA Member Finance Working Group (2-3x per year)- NLWA/Borough officer meetings prior to formal NLWA meetings (5x per year).	

2	Non-delivery of transformational change due to lack of corporate change functions	All	5	4	20	Short and Medium term	<ul style="list-style-type: none"> Revised list of Cat A projects agreed with CDG, CLT and Members in May 2025. Category A projects report to Change Delivery Group (monthly) and CLT (quarterly) as part of performance monitoring Category A projects include a range of initiatives, some of which deliver Change (e.g. Civic Centre / new ways of working, London Borough of Culture etc), and others delivering savings. Corporate change function delivers just under half of the current Cat A projects, with the remainder being directly delivered and managed by services. Current funding for the change expires in Mar 26. A proposal to consider future funding arrangements has been developed for Corp Director F&R to consider. 	4	4	16	Chief Digital & Innovation Officer	<ul style="list-style-type: none"> A decision has been taken by CLT to 'step down' the Change Delivery group from the end of November. From Dec 25 onwards, reporting of Cat A projects up to senior leadership/CLT will move to a quarterly basis. DMTs and directorates will be responsible for providing monthly assurance across Cat A project progress, risks and issues for those Cat A projects where these do not have their own existing project governance (which occurs monthly). Due to the uncertainty over funding, the team are continuing to experience staff turnover with a senior member now leaving (in addition to 3 others since July 26). Confirmation on future funding is actively being sought here but until this has been confirmed, it will not be possible to put in place a sustained course of remedial action to reduce overall risk. 	Jan-26
9	Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat).	Corporate Director Env & Resident Exp	5	4	20	Medium term	<p>Responding to the Climate Emergency is one of the council's corporate priorities and is monitored through the Corporate Delivery Plan (CDP). Mitigations include producing long-term strategies and plans to reduce the risk and consequences of climate change in the borough. A range of strategies and policies exist detailing the Council's approach to mitigate against the impact of Climate Change, such as the Local Plan, the Haringey Climate Change Action Plan (A Route Map for a Net Zero Carbon Haringey), Pollution Control - Contaminated Land, the Flood Risk Management Strategy, Parks & Green Spaces Strategy and the Affordable Energy Strategy.</p>	5	4	20	Programme Director Wellbeing & Climate Project delivery for climate related items in the CDP is owned by teams across the council	<ol style="list-style-type: none"> Joint work with Public Health on a Climate Adaptation and Resilience Plan - coming to Cabinet in Dec 25. Engagement with the community through the Haringey Climate Partnership, facilitating local climate action. Develop a Risk Map and Action Plan (set out within CDP) for the Council and the Borough. Integrating in the London Council's Resilience Toolkit including: <ul style="list-style-type: none"> Building on Heatwave JSNA. Highways Flood Maps. Emergency Planning Response. Community outreach on adaptation measures. Building in community resilience to events. New Wellbeing & Climate Corporate Board established to give governance and oversight Restructure complete to bring a whole-council response to the climate emergency, with resources 	31-Dec-25
12	Unable to attract and retain scarce skills or those in high demand. The Council does not have the appropriate skills, capacity and capabilities in place and/or recruited to deliver the Corporate Delivery Plan effectively.	Corporate Director Culture Strategy Comm	5	4	20	Short and Medium term	<p>New Workforce Development Strategy 2024 has been approved and launched in September 2024.</p> <p>Review of the use of Agency Workers use is ongoing and there is an accelerated recruitment protocol in place.</p> <p>Restructures and Focused Recruitment Campaigns - high volumes across directorates and recruitment campaigns arranged as required.</p> <p>Template and workshops designed to assist Directors in formulating workforce action plans</p> <p>New approach to Manager training has been designed and the pilot has launched in September 2024, which will inform future activity.</p> <p>Human Resources reviewed additional employee benefits</p> <p>New purchasing annual leave scheme launched in April 2025</p>	5	3	15	Chief People Officer	<p>Directorate workforce plans are being developed, this will include specific retention and recruitment plans to ensure suitable resourcing and succession planning.</p>	December 2025 Ongoing
16	Election Risk: Venue loss, Key staff unavailability, IT failure / cyber-attack, Process errors (inexperienced staff/candidates), Delay in replacing Monday.com, Political unrest / public distrust, Public discontent / mistrust of public bodies, Team fatigue / capacity.	Electoral Registration Officer Deputy Electoral Registration Officer	5	3	15		<p>Identify and make contingency venue list; regular checks; backup agreements; request reciprocal arrangements with neighbouring boroughs</p> <p>Cross-training; backup staff identified; key election projects allocated to election team members</p> <p>IT disaster recovery plan; regular backups; cyber training</p> <p>Candidates & agents: early contact, production of details Haringey bespoke guidance in addition to EC guidance, offer remote / pre-submission checks of nomination papers; publication of NOE early resulting in extended period for nominations</p> <p>Training; checklists; supervision; process reviews</p> <p>Revised Planner, Lists, MS Project, MS Planner Premium over nine months. Decision has been taken to move the team to MS Planner Premium and to roll out the election programme plan on a mix of Planner and Premium Planner</p> <p>Communications plan; stakeholder engagement; monitoring</p> <p>Regular check-ins; workload monitoring; support from org; review funding availability with a view to getting additional support</p>	5	2	10	Electoral Registration Officer Deputy Electoral Registration Officer	<p>Review venue contracts quarterly</p> <p>Accelerate recruitment; maintain staff pool</p> <p>Complete cyber review; test recovery plan</p> <p>Schedule refresher training</p> <p>Significant amount of time has been spent on during our "fallow" year resulting in a number of projects being delayed / cancelled. The proposed new system is still not in place and this is now having a major impact on our election 2026 plans and the ability to monitor them</p> <p>Update comms plan before campaign period</p> <p>Recruit to fill gaps; review workloads</p>	31/12/2025
6	Serious Cyber Security Incident leading to all or multiple council systems shutdown and/or council unable to undertake business and/or significant ICO fine & reputational damage due to data breach, malware outbreak, phishing or ransomware attack.	Chief Information Officer & Corporate Director of Finance and Resources	5	3	15	Short and Medium term	<p>Digital architecture reviewed and key controls established.</p> <p>Systems we manage are all backed up so we can revert to a clean version - albeit with some loss of work/updates. (however sometime infection is also on the backups due to "sleeper" viruses).</p> <p>Regular internal audits to seek independent assurance</p> <p>Technical solutions for firewall, firmware/soft/ware/hardware solutions are in place.</p> <p>Mandatory training for all staff on Cyber Security Awareness (but not mandatory).</p> <p>Staff Awareness on cyber security via regular posts by Digital Compliance Manager.</p> <p>Pentest Partners procured to provide technical expertise in the management / control of a cyber event.</p> <p>Cyber-Security in My Learning is Mandatory.</p> <p>(Likelihood has increased with nation-state linked adversaries.)</p>	5	3	15	Corporate Director of Finance and Resources / SIRO / Director Digital and Change	<p>We can put in place controls, testing and all the security measures we can to reduce the likelihood we will be subject to a major attack, but the risk and impact will never go away. As a government body we will always be a target for attack and the threat vector is changing constantly. We will however:</p> <ul style="list-style-type: none"> Clarify the process and procedures for when a major incident occurs. Continue to raise awareness in the organisation. Continue to migrate data and platforms to the cloud Seek independent assurance from internal audit Explore backups for our data held in Microsoft, (OneDrive, SharePoint, Teams etc) We are only available to monitor events during office hours via our SIEM and Microsoft / Palo Alto admin pages. We need to replace our SIEM (expires December 2025 & not fit for purpose) to improve our detection of "odd" events and as far as possible automate reactions, such as texting an on-call employee. Improve our knowledge and approach to Zero-Day vulnerabilities linked to systems we use are very likely to be exploited and could be undetectable, until the hacker does something deliberate or accidental that is visible to us.. Security Team conduct Phishing simulations – a proportion of staff fall for them each time. Unfortunately many are repeat-susceptible and the percentage seems to have plateaued. Will look at the next stage of comms and training to improve this. Develop an AI policy that takes into account emerging AI platforms and our security. 	31/03/2025

8	Adequate processes are not in place to safeguard vulnerable children and adults within the borough who were or should have been in receipt of services, either from the council or a partner agency.	Corporate Director of Children's Services Corporate Director Adults Housing Health	5	3	15	Medium Term	<p>A developed quality assurance system is constantly reviewed Quality Assurance Framework in place Performance monitoring on national KPI's every quarter with good outcomes Strong Learning framework in place from deaths of service users with good involvement of family members or representatives Strong focus on early intervention and safeguarding prevention Arrangements in place to mitigate the risk of death or serious injury to a child arising from abuse or neglect, in addition to those covered above, include caseload monitoring, quality assurance activity including case audit, maintaining low levels of vacancies for social workers. Multi-Agency-Safeguarding-Hub, Local Safeguarding Children Partnership (LSCP) Annual Report; Child Protection Report; Quality Assurance team in Adults, reviewing contracted services and council services. Adults and Children safeguarding - Mandatory safeguarding training for all staff. Positive assurances from external inspections of Children's Services.</p> <p>Adults - The CQC rated Safeguarding as 'Good'. They highlighted the recent changes made to pathways to improve the experience not meeting s.42(2) thresholds. The role of the Safeguarding Adults Board was highlighted for its positive partnership approach to strategic safeguarding across the borough, of residents including increased response times. Strong practice in 'Making Safeguarding Personal', positive support for practitioners through training and workshops, good multi-agency working and preventative interventions for those residents Positive assurances from external inspections of Children's Services.</p>	5	2	10	Corporate Director of Children's Services Corporate Director Adults Housing Health	<p>ADULTS Adults - A robust adults board is in situ and will continue to provide assurance for multi-agency management. Multi-agency systems and pathways are in place to ensure that clear provision and support is provided where necessary. Policies, procedures and training matrix, demonstrate high levels of efficiencies in this area. Additionally, our newly implemented ASC Improvement Board and associated governance will support continuous improvement in this area.</p> <p>CHILDRENS Ensure thresholds clearly understood by all professionals. Opportunities provided for shared learning through audits and training events/conferences. Ongoing training opportunities provided to frontline staff via children's academy and other external offers. Regular supervision is provided to staff to ensure all work is reviewed by managers on at least a monthly basis. Ensure competent and timely completion of assessments, conferences and reviews completed in line with statutory guidelines. Checked Monthly Ensure all performance remains at least in line with national and statistical neighbours through benchmarking activity. To be checked weekly, monthly or annually depending on the indicator. Regular audits are undertaken as part of our quality assurance framework. This gives an additional lens on practice and allows strengths to be noted and areas for improvement to be considered and addressed by managers.</p> <p>Advise and check that maintained schools have risk assessments in place, covering all safety matters that pertain to children, young people and staff.</p>	31/3/25
5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Corporate Director Adults Housing Health	4	3	12	Short and Medium term	<p>Housing improvement Plan in place as agreed by Cabinet April 23 in place and delivery overseen by housing improvement Board Agreed a target to achieve housing decency by March 2028 with the Regulator and exceeded our interim target of 1000 homes made decent for 23/24 We also achieved our target of developing a new Housing Asset Management Strategy, agreed by Cabinet December 2023, including £627m of investment in the stock over the next 10 years. This will be delivered through 4 new partnering contracts We have procured and are implementing a new compliance management system that will remove the manual data handling, manipulation and human error risks associated with using spreadsheets of complex data management. The system is expected to be fully operational by the end of December 2024 to manage the main 6 compliance areas of Gas, Fire, Water, Electric, Asbestos & Lift safety. The Housing Quality Network has been commissioned to carry out a mock Housing inspection of Housing Service's compliance with the Regulator's consumer standards, to assist with action planning and preparation for housing inspection in Autumn 2024 A project team has been established to assist with action planning and preparation for inspection. Project leads are Programme Manager (HSBS) & Transformation Portfolio Manager (Housing) Cross-cutting Senior Management steering group with representation from across the Council established from July 24 to oversee preparation for inspection and action planning, to meet 6 weekly. The Repairs Board oversees a number of workstreams in the Housing Improvement Plan to improve the repairs service to residents.</p>	3	2	6	Corporate Director Adults Housing Health & Housing and Operational Director - Housing & Building Safety	<p>We have made 791 homes decent in 2024/25, exceeding the target of 700. Mitigating actions to achieve target include planned internal works, Fire Door Replacement and Electrical Works and a programme of validation surveys. We completed our 3-year Stock Condition Survey in May 2024 with 75% of the stock surveyed. The procurement of four new Partnering Contracts to deliver £560m work over 10.5 years has been completed with the revised Contract Award was approved in October 2025, subject to Section 20 consultation, which is due to be completed in December 2025. This is following original approval by Cabinet in June 2025. Following mobilisation, go live is expected in April 2026. This is a key factor to support the achievement of 100% decency by 2028 in line with the asset management strategy agreed by cabinet in 2023. All 'Big 6' (FRA, EICR, LGSR, Asbestos, WRA and LOLER) modules are set up on the new compliance system, with full inspection programme information uploaded. Actions are being picked up from inspection documents and being managed through C365. KPI dashboards have been developed and are being tested and will be used from December (reporting on November data). Manual reconciliations currently taking place between the programmes and NEC, and further scoping work is required to map out the best process for automating reconciliation between the two systems. We are continuing to develop mobile forms for Communal Fire Door inspections and monthly Building Inspections. The Asbestos Register is currently in development and is expected to be complete by the end of November 2025.</p>	
5 (Cont)					12				6		<p>The HQN mock inspection of the housing service took place Sept/October 2024. Action plan developed in response to identified areas of improvement which is reported to the Member Housing Improvement Board six weekly, with the action plan having been overseen by the board since March 2025. HQN have recently been commissioned to carry out an assessment of the actions within the plan against their recommendations from the mock inspection and the evidence against completed actions to provide assurance. Their findings following their first assessment have indicated there we have a robust framework in place to identify, implement and monitor actions to meet the HQN recommendations and that significant, positive progress has been made in delivering the improvements identified by HQN. Additional work to enhance reporting on smoke detectors and Carbon Monoxide detectors as part of the primary compliance KPIs is commencing Changes to the Repairs Management structure have been implemented with permanent Team managers now appointed. A high-level review of the Housing Repairs service delivery model was undertaken in March 2025, with a report recommending an options appraisal of delivery models approved by Cabinet in July 2025. This initiative is to reduce costs, improve efficiency, and achieve better value for money. A timescale of 6-months was agreed when the report was agreed. A costed proposal for the next phase has been received and is being evaluated to determine next steps. Work is continuing on procurement of a supply chain for the short and longer-term to support out in-house delivery and ensure future repairs are delivered in line with policy commitments and improve both jobs completed in target time and customer satisfaction.</p> <p>A Damp and Mould CRM system to provide better reporting and understanding of all cases that have damp and mould is being developed and implemented which will also ensure we are compliant with the new Regulations under Awaab's Law. The Awaab's Law processes in the damp and mould CRM system have been designed and launched and a Power BI reporting dashboard developed specifically on Awaab's Law cases. Progress and performance on the system, the reporting, and the early caseload is reported to the Repairs Board on a monthly basis.</p>	Dec 2025	
11	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	Corporate Director Finance and Resources	4	3	12	Medium term	<p>The council's adopted Strategic Asset Management and Property Improvement Plan (SAMPiP) 2023-28 contains focused Action plans, based on the SAMPiP objectives. Action plan progress and activity is monitored regularly at Capital Projects and Property (CPP) Heads of Service meetings and Senior Management Team meetings. Appropriate governance is now established. Progress is then taken through our property governance process on a monthly basis. Reporting on statutory compliance is provided quarterly. The transformational nature of this work means the Corporate Property Model, which is fundamental to the implementation of the action plans; is part of the councils change programme, reported monthly and to Corporate Leadership Team on a quarterly basis. Internal Audit resources are allocated to monitor and report independently on progress. An annual update of the progress against the SAMPiP action plans is taken to cabinet. As part of the above annual reporting, the SAMPiP is also reviewed at Directorate and corporate audit committees throughout the year.</p>	4	2	8	Director for Capital Projects & Property	Implement the Property Improvement Plan. Review actions in the improvement plan and determine whether updates required.	31/12/2026

13	Integrated delivery models for local health & care services does not deliver	Corporate Director Adults Housing Health	4	3	12	Medium term	<p>The CQC inspection rated Partnership and Communities as 'Good'. The report highlighted strong collaboration with various partners, including the Integrated Care Board (ICB), Health services, and the Voluntary, Community, and Social Enterprise (VCSE) sector.</p> <p>There were clear structures and roles within the Haringey Borough Partnership (HBP) and Health and Wellbeing Board support shared objectives and strategic alignment. Teams like the Integrated Reablement team and Multi-Agency Care and Coordination Team (MACCT) work closely with health partners to provide coordinated care, reduce hospital admissions, and support independence. The local authority engages with the VCSE sector to understand and meet local needs, supporting grassroots organisations and involving them in decision-making processes.</p> <p>Integrated Services within Neighbourhoods will be a key component of our phase 2 development of Localities, aligned to the Independence and Early Intervention Team.</p>	3	2	6	Director - Adult Social Care	<p>Ongoing regular communication and engagement with ICB, health services, and the Voluntary, Community, and Social Enterprise (VCSE) sector to align goals and expectations. This is of particular significance as the NCL ICB undergoes its merger with NWL ICB.</p> <p>Involvement in the development of Neighbourhoods as one of the integrator organisations for Haringey along with Whittington Health and Haringey GP federation.</p> <p>Clearer pathways and processes under development to ensure continuous learning opportunities related to integrated care practices and system navigation.</p> <p>Additionally, our ASC Improvement Board, Borough Based Partnership, and Health and Wellbeing Board are overseeing and supporting continuous improvement in this area.</p>	31/12/2025
3	Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents.	All	3	3	9	Long term	<p>The main concerns are rising cost of living, recovery of the economy from Covid-19, and the overall economic environment, particularly inflation and interest rates increases. Steps taken so far are:</p> <p>Establishment of a Cost of Living Support to provide advice, support and access to services to residents (https://www.haringey.gov.uk/community/here-help-financial-support-residents?utm_source=Media&utm_medium=Press%20release&utm_campaign=Financial%20Support%20Helpline%20HtH);</p> <ul style="list-style-type: none"> • Connected Communities is a programme designed to improve access to council and voluntary support in Haringey • Close monitoring of inflationary pressures and the impact on contracts and services; • Continued monitoring of impacts on construction costs and supply chain • Review of Business Continuity Plans; • Work across services on plans to support the local economic recovery, which includes a focus on supporting local business and employment; • considering the impact of demand led services in to the medium and longer term from Covid-19 and changing economic conditions; • Identify inequalities within the borough that have been exposed through Covid-19, and who will be most impacted by the rising cost of living and to address these as part of the Recovery Framework. • Continuous monitoring of the economic environment, including through our Treasury advisors, Arlingclose, other advisors and through professional networks. 	3	3	9	Corporate Director of Finance, Chief Executive and CLT		on-going
4	Potential health and safety incident affecting employees or member of the public.	Corporate Director Culture Strategy Communication CLT	4	2	8	Short & Medium term	<p>Health and Safety policy in place, and a comprehensive set of risk-based procedures. Arrangements also in place services to carry out risk assessments and assess risk exposure for staff. All reported incidents are reported and the H&S team monitor the incidents. A corporate Health, Safety and Wellbeing Board in place to receive reports from directorate Health, Safety and Well Being Boards every quarter and receive information from the Health and Safety team. The H&S team also carry out a programme of audits and inspections, and provide action plans to drive improvement.</p>	4	2	8	Corporate Director Culture Strategy Communication CLT	Development and approval of a new Corporate H&S Strategy.	31/03/2026