

	A	B	C	D	E	F	G	H	I	J	K
1	<b>Assurance Map of Corporate Risks as at 31 January 2026</b>										
2											
3											
4				<b>Current</b>				<b>Future</b>			
5	<b>No.</b>	<b>Risk Event Description</b>	<b>Risk Owner</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Risk Score</b>	<b>Proximity</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Risk Score</b>	<b>Internal Audit Assurances</b>
6											
7	1	Reduce the reliance on Exceptional Financial Support over the medium term	CLT Director of Finance and Resources	5	5	25	Short and Medium term	5	5	25	Organisational Culture Review of the Outline Business Case for SAP Replacement Advisory audit for Board Governance Arrangements to Manage Organisational Change Regularity Audit of Payments over £1k Commissioning Processes over High Cost Placements Direct Payments Controls over Early Years Payments Commissioning Social Care Service Housing Voids Management Asset Management / Data Integrity / Stock Condition Debt Recovery Budget Monitoring Capital Programme Governance - General Fund Cost Control over the Housing Delivery Programme Application review of HCPS (Procurement System) Commissioning Arrangements - Corporate Arrangements to secure VFM from contracts Supplier Selection and Resilience Management of the Housing Benefit service Treasury and Cashflow Management
8	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	Short and Medium term	5	5	25	Management of risks in respect of the North London Waste Authority
9	10	Building Control reforms • Newly-regulated profession to perform certain statutory functions • High levels of retirement across the country, major shortage of qualified staff nationally	Corporate Director ERE	5	5	25	Short & Medium term	5	4	20	
10	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 (ERF) 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 term	5	4	20	Management of risks in respect of the North London Waste Authority
11	2	Non-delivery of transformational change due to lack of corporate change functions	ALL, Corporate Director Finance and Resources	5	4	20	Short & Medium term	4	4	16	Review of the Outline Business Case for SAP Replacement Advisory audit for Board Governance Arrangements to Manage Organisational Change Commissioning Processes over High Cost Placements Digital Transformation and Change
12	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	Short term	5	3	15	

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13	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	Medium Term	5	3	15	Arrangements to Manage Organisational Change
14	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	Medium Term	5	2	10	
15	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	Medium term	5	3	15	Business Continuity and Disaster Recovery Cybersecurity Controls and Resilience Follow up on Prior Year Audit Recommendations
16	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	Short Term	5	2	10	Commissioning Processes over High Cost Placements Direct Payments Coombes Croft Library (Children's) - Regularity Audit Controls over Early Years Payments Stoncroft Day Nursery - Compliance Review  Arrangements to Manage Transitions Supply, Demand and Utilisation of Day Services Commissioning Social Care Services Implementation of Recommendations from CQC Management of Care Act Assessments
17	5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Corporate Director Adults Housing Health	4	3	12	Long term	3	2	6	Management and Operation of Partnering Contracts Leasehold Charges including Major Works Governance over Implementation of Recommendations from HQN report Housing Voids Management Homelessness Legionella Inspection and Management Asset Management / Data Integrity / Stock Condition Cost Control over the Housing Delivery Programme
18	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	Long term	4	2	8	Review of the Outline Business Case for SAP Replacement Delivery of the Corporate Landlord Model Transformation of the Civic Centre - Contract Audit
19	13	Integrated delivery models for local health & care services does not deliver	Corporate Director Adults Housing Health	4	3	12	Long term	3	2	6	
20	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	3	3	9	Preparedness for the London Borough of Culture Placemaking Tottenham
21	4	Potential health and safety incident affecting employees or member of the public.	Corporate Director Culture Strategy Communication CLT	4	2	8	Long term	4	2	8	