

CORPORATE RISK REGISTER

Latest Review - April 2026

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	The Council's financial position has deteriorated and the increase in reliance on EFS has increased from at least £37m in 2025/26 to £84m in 2026/27. A range of actions have been put in place and are under review to adopt an approach over the next three years to improve the Council's financial sustainability and reduce reliance on Exceptional Financial Support. During 2025/26 this has included: 1) Response and Recovery Plan with quarterly reporting to Cabinet and Overview and Scrutiny Committee 2) Establishment of emergency arrangements across the organisation, overseen by the Finance Recovery Board, Finance Recovery Team and Cabinet Recovery 3) An more intense focus on the delivery of approved savings, which is an area of improvement for Haringey 5) Improved forecasting, particularly with demand led services areas using performance and activity data and scenario planning which has led to less volatility in forecasts. 6) Regular comms and engagement with the senior leadership team. More structured communications plan with the whole organisation on the position and changes required i.e. Dedicated Web Page on the Financial Recovery (Taking control of our future Intranet) , Let's Talk Sessions, Leadership Network and Senior Leadership Team meetings now dedicated to addressing the financial position. 7) Tightened spending controls through the Spending Control Panel that reviews all non essential spend over £1,000. 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. 8) Stricter recruitment and extension controls of both permeant and agency staff. 9) All reports that led to spending over £25,000 to be approved by the Section 151 Officer 10) Review and restrictions on purchasing methods, such as P cards and One time vendors to improve compliance with No PO No Pay which is managed through the Purchasing and Compliance Board 11) Fully embedded Commissioning Board, chaired by the Section 151 Officer and quarterly updates on compliance against CSOs and areas of non compliance escalated to Directorates and Finance Recovery Board.	5	4	20	CLT Corporate Director of Finance and Resources	Future actions: The mitigating actions listed in the previous column must continue and none are yet completed / fully embedded. There needs to be a cross organisations approach to improve financial management compliance. Other specific actions include: :1) Structured comms and engagement of the new Finance Regulations, ensuring that all budget managers and senior officers understand roles and responsibilities and consequences for non compliance out in place. 2) Revised Financial Sustainability Plan prepared by the Chief Executive and Section 151 Officer that focuses on balancing the budget in year across the next three years. 3) Introduce external independence to the Finance Recovery Board for external scrutiny and challenge. 4) Respond to any recommendations from Auditors and Government as a result of external finance reviews. 5) Greater use of external benchmarking to align spend with statistical neighbours 6) Develop a mid year budget to deliver the new administration priorities within a smaller budget envelope, taking in year decisions where appropriate to reduce the in year use of EFS in 2026//27. This will include revenue reductions and restrictions on capital spend to reduce the need to borrow in year. 7) Full review of compliance and development of an action plan in line with the CIPFA Financial Management Code.	Apr-26
1	Reduce the reliance on Exceptional Financial Support over the medium term (Cont.)	CLT Corporate Director of Finance and Resources	5	5	25	Short and Medium term	12) Single point of governance for all commissioning and procurements over £160,000 through the Commissioning Panel, chaired by the Director of Commissioning and SME attendees and strengthened governance through a three way gateway process to challenge evidence and need before approval. 13) New governance process in place of the Capital Programme to bring more control and scrutiny of schemes in the programme with a more robust gateway approval process overseen by the Strategic Capital Board and chaired by the Section 151 Officer. 14) Further review of reserves and capital receipts to provide short term one off support to reduce reliance on EFS and where it is needed reduce the need to borrow. 15) Revised Financial Regulations agreed by Council strengthening financial management and clearer roles and responsibilities for accountability.	5	4	20	CLT Corporate Director of Finance and Resources		Apr-26
14	The North London Heat and Power Project is a facility for the disposal/treatment of waste. NLWA are the statutory body for waste disposal and therefore technically the risk owner but operational and financial risks impact us and other boroughs in the NLWA jurisdiction and therefore it is a shared risk. There are multiple risks within the project which are as follows: Failure of NLHPP supply chain due to contractor failure to engage suppliers, or economic and political climate Significant delays to ERF delivery beyond end 2026 due date. Could be caused by contractor performance such as issues arising during commissioning and the availability of sufficient specialist engineering and construction personnel. Transition process to deliver and operate new facilities may not be well managed across a number of partners and suppliers Risk of litigious contractor relationship Risk of loss of Environment Agency approval if the new Energy Recovery Facility does not fulfil the pre operational /operational conditions contained within the environmental permit	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	5	5	25	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: - Dir of Env't (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	Further delays and increased cost implications have resulted in exploration of additional control measures by Haringey.	19.03.26
14	The contingency that has been allocated to fund project exposure is insufficient due to cost escalations and design/programme uncertainty New (NLHPP) assets could prove more expensive to replace, operate and maintain than planned, affecting the Authority's long-term finances Borrowing to fund NLHPP 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	Joint risk with NLWA and NLWA Boroughs Corporate Director ERE and Corporate Director Finance	Further delays and increased cost implications have resulted in exploration of additional control measures by Haringey. The Corporate Directors for ERE and Finance along with the Chief Executive have raised concerns that the Technical Adviser role is being used inappropriately to undertake a deep dive into the overall programme management.	19.03.26
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 • 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 not meeting statutory requirements • Risk of failing audit inspection by the Building Safety Regulator (BSR)	Rob Krzyszowski	5	5	25	Immediate, short & medium term	• 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 • Head of BC – Market Supplement sought 10%, rejected, job evaluation, no change to grade • Team Manager – Market Supplement sought 55%, rejected by HR, job evaluation, increased grade • Senior RBI – Market Supplement sought 40%, approved 15%, approved 28% in March 2026 • RBI – Market Supplement sought 5%, approved 5% • As of November 2025March 2026, approved % Market Supplements have not attracted new candidates • Recruitment Team to work with Matrix to get more agencies with wider talent pool to work with Haringey for short term agency staff solution • 2x LABC Trainees (funded externally) now qualified and appointed into permanent post. 1x further LABC Trainee strained January 2026 • Workforce Plan 'Trailblazer' being drafted, presentation to Corporate Director July 2025, full draft January 2026 • Training some staff in Structural Engineering Team to support 24/7 dangerous structures emergency planning rota cover • HR to review out of hours / on call arrangements for HC contract staff – rejected but re-sending a full report to SOG March 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" Seek review out of hours / on call arrangements for HC contract staff – rejected but re-sending a full report to SOG March 2026 Continue convening London Councils Directors/BC/HR Steering Group, sub-groups with recruitment/retention plans	Apr-26

10 (Cont.)	• 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 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	Rob Krzyszowski	5	5	25	Immediate, short & medium term	• 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 regular & Steering Group to launch London-wide survey, recruitment campaign, possible agency rate cap, possible lobbying • Potential London CEO meeting • 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 • Met with consultancy services firm to explore options • Proposed increased fees through corporate Fees & Charges • Quarterly Building Control performance is reported to Strategic Planning Committee – next one February 2026	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 (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/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: - Dir of Env't (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: - Dir of Env't (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).	19.03.26
2	Non-delivery of transformational change due to lack of corporate change functions	All	5	4	20	Short and Medium term	• 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	• 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. • Funding was temporarily extended for the Change team from Apr 26 - Sep 26, to allow the Corporate Director of F&R to consider future options for any longer term Change function. At present no future options/proposals have been shared but these are due in the coming quarter and the risk status will remain 'as is' until the future arrangements have been confirmed.	Apr-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	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.	5	4	20	Programme Director Wellbeing & Climate Project delivery for climate related items in the CDP is owned by teams across the council	1. Haringey's Annual Carbon Report presented to Full Council in March capturing progress against Net Zero targets and key activity taking place in the borough to tackle climate change. 2. Adaptation and Resilience Plan was presented to Cabinet in Dec 25, led by Public Health. 3.Ongoing engagement with the community through the Haringey Climate Partnership, facilitating local climate action. Latest meeting held in February focusing on climate engagement and how people perceive and manage heat. 4) Integrating in the London Council's Resilience Toolkit including: * Building on Heatwave JSNA. * Highways Flood Maps. * Emergency Planning Response. * Community outreach on adaptation measures. * Building in community resilience to events. 5) Wellbeing & Climate Corporate Board established to give governance and oversight to climate related activity across the council.	31-Mar-26
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	New Workforce Development Strategy 2024 has been approved and launched in September 2024. Review of the use of Agency Workers use is ongoing and there is an accelerated recruitment protocol in place. Agency costs have reduced substantially in the past 18 months, and permanent employee numbers have increased. Restructures and Focused Recruitment Campaigns - high volumes across directorates and recruitment campaigns arranged as required. Market supplements used where appropriate and justifiable to recruit/retain key roles. Template and workshops designed to assist Directors in formulating workforce action plans New approach to Manager training has been designed and the pilot has launched in September 2024, which will inform future activity. Human Resources reviewed additional employee benefits New purchasing annual leave scheme launched in April 2025, run again for April 2026/27 with similar success	5	3	15	Chief People Officer	Directorate workforce plans are being developed, this will include specific retention and recruitment plans to ensure suitable resourcing and succession planning. Next tranche of plans will start alongside service planning in Autumn 2026 Introduce new employee benefits – salary sacrifice lease cars Run recruitment campaigns for c.100 roles, aim to replace current agency workers with permanent employees	December 2025 Ongoing Summer 2026 Start spring 2026, complete spring 2027

NEW (18)	Potential exposure of employees, contractors or members of the public to asbestos-containing materials (ACMs), leading to harm, regulatory enforcement action, service disruption and reputational damage. 6 HSE Improvement Notices issued.	Corporate Director Culture Strategy Communication CLT Corporate Director for Service/Team Corporate Landlord / Housing Leads	4	4	16	Short & Medium term	The Council has acknowledged the HSE findings and is working with the HSE to meet all compliance requirements. Asbestos Register being reviewed and updated for inspected sites. Temporary controls in place at high risk sites (restricted access, signage, encapsulation where required). Corporate Asbestos Management Procedure in place. Asbestos Management Plans in place for the Corporate Landlord Estate and Housing Estate. Directorate and Corporate HS&W Boards receiving regular updates on progress against the HSE notices. Commissioned external licenced asbestos contractors for surveying, air testing and removal works.	3	2	6	Corporate Director Culture Strategy Communication CLT Corporate Director for Service/Team Corporate Landlord / Housing Leads	•Work is in progress to carry out Site Specific Asbestos Management Plans for all 5 sites mentioned in the notices. Deadline 29/05/26. •Project is underway to remove the ACM's related to the immediate risk identified. Project is likely to finish in August 2026. Deadline 18/09/26. •Action Plan in place to review and undertake actions identified prior to the HSE inspections as well as review and ensure Site Specific Asbestos Management Plans and Priority Risk Assessments are in place for all our buildings where ACM's are present.	31/03/2027
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. Fuel shortage/rationing	Returning Officer Head of Electoral Services	5	3	15	Immediate, short term	Venues: polling place evac plan details what to do in the event of a loss of polling place on PD. Other alt. venues documented to contact if necessary. Count plans shared with neighbouring boroughs to provide mutual aid / reciprocal arrangements in the event of venue loss. Staff levels: built up pool of experienced staff over recent years, reserve and stand-by staff roles identified and recruited to Staff skillset: Polling station staff to undertake detailed training (interactive video) followed by in-person role play. Key count staff to undertake detailed training and roll out to others IT/Cyber: Disaster recovery exercise held, plans being periodically refined and Digital leading on plans to limit impact of any loss to systems High volume & inexperienced candidates: Early contact, contact details provided for EC, RO briefings, early contact with print supplier re impact on ballot papers etc Security: RO receives security briefings and Chair of an EPB sub-group leads on the overall security for the RO. This sub-group meets regularly to monitor the situation Fuel shortages: Print supplier (main key-supplier) is based in Hornsey this reducing some impact. Contact being made with other key suppliers. Situation being monitored"	5	3	15	Returning Officer Head of Electoral Services	Continual reviewing of national political situation and amend plans, particularly security, as necessary Continue to work with suppliers re fuel shortage	
New (17)	Electoral Registration Risk Electoral register not complete or inaccurate; fraudulent applications to register to vote, for absent voting; registration applications not processed or missed; errors with processing due to staff fatigue, new systems	Electoral Registration Officer Head of Electoral Services	4	2	8	Immediate, short term	Full annual canvass completed inc. personal visits to all non-responding properties, data from council tax received weekly and imported to invite potential electors to register, email informational communication sent out in February to cleanse data / inform about the elections; postal voting re-application requirement undertaken; staff trained to escalate suspicious activities to management	4	2	8	Electoral Registration Officer Head of Electoral Services	Electoral registration hearings scheduled for key registration dates Ensuring all outgoing acknowledgements continue to be sent during peak periods and temporary staff trained on what to look out for / how to escalate	
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	• Digital architecture reviewed and key controls established. • 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). • Immutable backups are in place for our data held in Microsoft, (OneDrive, SharePoint, Teams etc) with seven months worth of data. • Similar Immutable backups of Virtual Servers and Databases are in place. • Regular internal audits to seek independent assurance • Technical solutions for firewall , firmware/soft/ware/hardware solutions are in place. • Mandatory training for all staff on Cyber Security Awareness (but not mandatory). • Staff Awareness on cyber security via regular posts by Digital Compliance Manager. • Pentest Partners procured to provide technical expertise in the management / control of a cyber event. • Cyber-Security in My Learning is Mandatory. • Current (March 2026) world geo-political situation, has increased the likelihood of attacks by nation-state linked adversaries.	5	3	15	Corporate Director of Finance and Resources / SIRO / Director Digital and Change	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: - 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 which has been extended for a year (expires December 2026 & not sophisticated) to improve our detection of "odd" events and as far as possible automate reactions, such as texting an on-call employee. - Implement a SIEM & SOC based on Microsoft Sentinel with round-the-world human response to triggers from the automation in MS, including contacting on-call Haringey staff; - Consider a more formal out-of-hours response rota of Haringey Staff. - Improve our knowledge and approach to Zero-Day vulnerabilities, as 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, most "open-AI's" are blocked by default. - Expansion of Cybersecurity Team to three members of staff will improve our ability to cover the workload.	31/03/2026
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	CHILDRENS - 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. Positive assurances have been achieved through the positive outcome of external inspections of Children's Services and the Local Authority Residential Unit, Haslemere Road.	5	2	10	Corporate Director of Children's Services Corporate Director Adults Housing Health	CHILDRENS Ensure thresholds clearly understood by all professionals, particularly in addressing those areas highlighted by recent inspection activity, for which specific action plans are being drawn up. 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. Advise and check that maintained schools have risk assessments in place, covering all safety matters that pertain to children, young people and staff.	31/3/25

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	ADULTS - The CQC rated Safeguarding as 'Good'. They highlighted the recent changes made to pathways to improve the experience not meeting Section 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. More recently, the Local Government Social Care Ombudsman highlighted concerns around management and oversight safeguarding enquiries (and specifically of Police Reports) and hand-offs across Teams in Adult Social Care. A robust Safeguarding Adults Board (SAB), with experienced SAB Chair is taking forward the recommendations of the (Part 1) independent Review of the Safeguarding Adults Board, with a particular focus on assurance and multi-agency collaboration within a landscape of financial austerity, stakeholders expanding their 'footprint' across several Local Authority areas and changes in the Integrated Care Board. Multi-agency systems and pathways are in place and are being reviewed alongside policies, procedures and multi agency workforce development. The work of the SAB Team in Adult Social Care is being reviewed by the newly appointed Principal Social Worker, with focus on recruitment of a new SAB Manager and will ensure the Council has enough capacity to facilitate work around Safeguarding Adult Reviews and embed associated learning internally and across the SAB stakeholders.	5	2	10	Corporate Director of Children's Services Corporate Director Adults Housing Health	ADULTS The Independent Review of Safeguarding (Part 2) will be progressed through internal governance in May 2026 and, aligned to our Review of the ASC Front Door and Digital improvements across the Service, will focus on 'Making Safeguarding Personal' principles and on clearly defining ASC statutory functions and responsibilities. This progress will report into the SAB and the ASC Programme Board and ASC Improvement Board and will incorporate: * A review of all Policies and Procedures around Safeguarding and a series of Mandatory Training workshops for all staff * Weekly Safeguarding Review Implementation meetings, chaired by DASS to capture progress and monitor performance, progress and for temperature check as to staff resilience * Weekly reflective sessions with staff to ensure that front line staff's views and experience inform future practice and learning - chaired by Deputy DASS * Improved Governance through the ASC Programme Board and imminently new ASC Performance Board.	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	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.	3	2	6	Corporate Director Adults Housing Health & Housing and Operational Director - Housing & Building Safety	Mitigating actions to achieve target include planned internal works, Fire Door Replacement and Electrical Works and a programme of validation surveys. We have implemented a rolling Stock Condition Survey in September 2025 surveying 20% of the stock each year. The procurement of four new Partnering Contracts to deliver £570m work over 10 years has been completed with the revised Contract Award approved in October 2025, Section 20 consultation completed in December 2025, with final approval in January 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 LQLER) 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 show the live position and have been in place since December 2025 will be used from December. KPI data is now taken directly from C365 for all 6 compliance areas. Manual reconciliations currently taking place between the programmes and NEC. System upgrades subject to extending the contract with NEC are required in order to enable automating reconciliation between the two systems. This is being prioritised as part of our digital improvement programme. We are continuing to develop mobile forms for Communal Fire Door inspections and monthly Building Inspections to enable digital updates into C365 directly from hand-held devices. This is additional work outside of our core requirements.	
5 (Cont.)					12					6		The asbestos reports have all now been uploaded into C365 and we are in the final user acceptance stage of going live with the register in C365. This will then ensure all access to the register is through the system and all spreadsheets are discontinued as of 1st April 2026. 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 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. Work on the housing inspection action plan continues. Additional work to enhance reporting on smoke detectors and Carbon Monoxide detectors as part of the primary compliance KPIs is continuing. Both modules have been created in C365, and we are now in the process of uploading historical certificates from SharePoint so that KPI data can be extracted. Once this has been completed, the KPI report can be updated to include these figures. Changes to the Repairs Management structure have been implemented with permanent Team managers now appointed. 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.	Dec 2025
5 (Cont.)					12					6		A costed proposal for the next phase has been received and is being evaluated to determine next steps. Following the agreement with Unions and the workforce to revise the current delivery model, it has been decided that time is required to bed in the new ways of working and to undertake a further VfM review of the new delivery model after a full year of operation to allow for the improvements to be fully realised. An appropriate update and revised recommendation in this regard to Cabinet will be provided in Summer 2026. 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. A Damp and Mould CRM system project 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 monthly reporting on Awaab's Law cases is in place to Repairs Board.	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	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. with recent audits providing assured feedback 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.	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	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. 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. Integrated Services within Neighbourhoods will be a key component of our phase 2 development of Localities, aligned to the Independence and Early Intervention Team .	3	2	6	Director - Adult Social Care	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. Involvement in the development of Neighbourhoods as one of the integrator organisations for Haringey along with Whittington Health and Haringey GP Federation. Clearer pathways and processes under development to ensure continuous learning opportunities related to integrated care practices and system navigation. Workshops with Health, VCSE and our residents focused on hospital avoidance and follow up workshops with Whittington Health have identified key actions which would enable us to address performance in hospital discharge - strong collaboration with our Integrated Care Team, Housing, Brokerage and Commissioning. Additionally, our ASC Improvement Board, Borough Based Partnership, and Health and Wellbeing Board are overseeing and supporting continuous improvement in this area..	10/04/2026
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	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: 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); • 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	Health and Safety policy in place, and a comprehensive set of risk-based procedures. Arrangements also in place for services to carry out risk assessments and assess risk exposure for staff. All incidents are reported and the H&S team monitor the incidents including incidents that are RIDDOR reportable (HSE) and/or are serious and requires a thorough investigation. A Corporate Health, Safety and Wellbeing Board is in place which 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. Training schedule in place and carried out quarterly to support the organisation in undertaking their H&S responsibilities.	4	2	8	Corporate Director Culture Strategy Communication CLT	•Implementation of the new H&S Strategy. •Review and update of the H&S Policy •Programme of review in place for procedures. •Risk Assessment repository devised and team risk assessments being requested from services/teams across the Council.	31/03/2026