

CORPORATE RISK REGISTER

Latest Review - 13/10/2026

No.	Risk Event Description	Current Risk Score	Proximity	Future Risk Score	Future Actions / Update	Date
1	Reduce the reliance on Exceptional Financial Support over the medium term	25	Short and Medium term	20	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: •Non compliance reported to Financial Recovery Board and work underway to implement consequences for non compliance. This could include removing ability to manage and spend against a budget or actions in line with the Council's HR policies. •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. •External independence now part of the Finance Recovery Board for external scrutiny and challenge. •Internal Audit Plan reviews on the Council's financial sustainability for testing controls and compliance with action plans against any recommendations.	Oct-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	25	Medium/long term	25	Meetings as set out in the mitigating actions continue with progress reports provided by NLWA accordingly to members and senior officers. NLWA members have reinstated the Programme Committee for the NLHPP to maintain scrutiny and challenge.	Oct-26
14	The contingency that has been allocated to fund project exposure for the NLHPP (new NLWA facilities) 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	25	Medium/long term	25	Meetings as set out in the mitigating actions continue with progress reports provided by NLWA accordingly to members and senior officers. NLWA members have reinstated the Programme Committee for the NLHPP to maintain scrutiny and challenge.	Oct-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 1 qualified permanent staff, • 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)	25	Immediate, short & medium term	20	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" Continue convening London Councils Directors/BC/HR Steering Group, sub-groups with recruitment/retention plans & meetings with MHCLG. Continue to monitor MHCLG Building Control Independent Panel Report and MHCLG responses.	Oct-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), upcoming Euro 2028, Alexandra Palace events, Finsbury Park events (no capacity to advice Licencing Team). Sports Grounds Safety Authority (SGSA) Audit update (April 2026) "High" Risk. "the overall level of resilience within the team remains the key risk" • 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	25	Immediate, short & medium term	20		Oct-25
15	The UK Emissions Trading Scheme (UK ETS) is one of the UK's decarbonisation policy instruments. The expansion of the scheme to waste incineration will impact financially and operationally on the Council's disposal arrangements, which by statute are via NLWA (through its Energy from Waste plant in Edmonton). There is the risk of significantly higher costs through failure to divert fossil-based waste (eg. plastics) from the residual waste stream resulting in the need to purchase permits on the ETS market in competition with other GHG emitting industries.	20	Medium/Long Term	20	Government has announced a delay to the implementation of carbon permit trading being applied to waste incineration. The change was due to start in 2028 - no replacement launch date has been set yet. This defers the potential additional costs but does not remove the risk of significantly higher disposal costs if fossil based waste is not removed from the residual waste stream at scale, eg. through reduction/recycling.	Oct-25
2	Non-delivery of transformational change due to lack of corporate change functions	20	Short and Medium term	16	A decision was made by CLT to 'step down' the Change Delivery group in Dec 2025, with directorates being responsible for providing monthly assurance across Cat A programmes where these do not have their own governance (e.g. Enabling Services programme board, Civic Centre Programme board). Funding was extended for the Councils Change function from Apr 26 - Sep 26, to allow the Corporate Director of F&R to consider future options for the Corporate Change function. Since the last update, various changes have taken place: > Consultation for the new CPMO and Business management function is complete and recruitment is underway now. > The current model of Category A reporting is no longer deemed suitable, and this will be updated in line with the development of the new Corporate Delivery plan. Roles and responsibilities for the new CPMO and Business management function will be fully defined as part of the transition towards the new team structure which is being launched on 1 Nov 2026.	Oct-25
9	Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat).	20	Medium term	20	1. Carbon Offset Funding is allocated to a range of carbon-reduction projects such as Community Carbon Fund, energy efficiency audits, solar and energy efficiency projects and tree planting. 2. Climate Emergency Briefing screening held for council staff and councillors in July 26. 3. Ongoing engagement with the community through the Haringey Climate Partnership, facilitating local climate action. 4. Range of energy reduction work taking place across the borough including solar PV installations on operational and school sites to reduce energy consumption and retrofit work on social housing. 5. Integration of the London Council's Resilience Toolkit to the local response including: * Building on Heatwave JSNA for the borough. * Highways Flood Maps. * Emergency Planning Response. * Community outreach on adaptation measures. * Building in community resilience to extreme weather events. 6. 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. 7. Wellbeing & Climate Corporate Board in place to give governance and oversight to climate related activity across the council. Cross council meetings being held on topic-specific activity and issues.	09-Oct-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.	20	Short and Medium term	15	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 Re-run annual leave purchase scheme in 2027/28	Summer 2026 Winter 2026/27 Winter 2026/27 Spring 2027 April 2027

6	Significant Cyber Security Incident (NCSC category C3) leading to all or multiple council systems becoming unavailable or unusable and/or council unable to undertake business and/or significant ICO fine & reputational damage due to data breach, malware outbreak, phishing or ransomware attack.	20	Short and Medium term	15	As a government body, the council will always be a target for attack and the threat vector is changing and increasing constantly. The risk will never be zero and the impact will remain high until the council has implemented a zero trust architecture model with a corresponding catalogue of controls which will increase the council's resilience and minimise the impact of any attack. The immediate and medium-term focus will be to: - Clarify, document and rehearse the process and procedures for when a major incident occurs. - Continue to raise awareness in the organisation, and change the culture to one of widespread cyber-literacy. Develop a medium to long term technology roadmap to zero trust. • Develop a comprehensive Cyber Security Improvement Programme. • Seek independent assurance from internal audit. • Identify options for backup solutions that provide immutability and threat hunting (identification of known and newly identified compromises). • Improve the council's vulnerability and patch management capacity, knowledge, and processes (including Zero-Day vulnerability management). • Develop robust AI policy and processes, including secure development life cycle controls. • Review of Cyber and Infrastructure teams' capacity to cover essential security activities.	31/10/2026
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.	16	Short & Medium term	6	•Project is underway to remove the ACM's related to the immediate risk identified at RPH. Project is likely to finish in October 2026. Deadline for Notice is 13/11/2026. •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. •Corporate Asbestos Management Procedure due to be reviewed and updated to incorporate Corporate Landlord AMP / Housing AMP. •Site Specific Asbestos Management Plans and Priority Risk Assessments in place for all 5 sites and notices closed out.	
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.	15	Medium Term	10	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.	31/10/26
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.	15	Medium Term	10	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.	31/10/26

5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	12	Short and Medium term	6	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 3 Partnering Contracts now signed and started on site between August and October 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 show the live position and have been in place since December 2025. KPI data is now taken directly from C365 for all 6 compliance areas. We are using C365 Data to populate KPI reports and a live dashboard is in place for viewing at any time. Due to the reporting requirements across Housing, this is the most appropriate way to continue reporting compliance. Therefore it is unlikely a new monthly dashboard in C365 would provide any additional value. We are therefore proposing no further action on this as current activities provide suitable risk mitigation. 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. A 2-year extension of the NEC system is being finalised and work to develop integration is within the digital programme for housing. However, the manual process will need to be maintained due to many	
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. During user testing improvements were required for our Asbestos Contractor regarding uploading information. These changes are due to be completed in the next 4 to 6 weeks. 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 reviewing the certification- Once this has been completed, the KPI report can be updated to include these figures. The requirements for KPI reporting were discussed at Building Safety & Compliance Board due to the different categories and types of system and their compliance requirements. The AD for Repairs and Compliance is to draft a proposed KPI suite for adoption by the Board by end of December 2026. 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.	
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. Specialist and interim contracts have been put in place and/or extended with work on-going for longer term contracts during 2027/2028. 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. Further development of interim systems and processes to incorporate Phase 2 of Awaab's Law and the wider coverage of repairs risks is scheduled to be implemented in Q3 of 26/27, with longer term system integrations to be completed in Q1 of 2027/28.	
11	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	12	Medium term	8	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	12	Medium term	9	Ongoing regular communication and engagement with ICB, Health services, and the-Voluntary and Community Sector through existing and new governance arrangements to align goals, manage expectations and agree resource allocation. In the context of austerity and the changes in the ICB, this governance (Health and Wellbeing Board, Borough Based Partnership and Joint Partnership Board) has been essential in managing risk for our residents, supporting service delivery and maintaining relationships with our stakeholders. The Deputy DASS is our ASC champion 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 are 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 further 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. Winter Funding Proposals will further support integration and system resilience.	10/10/2026

3	Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents.	9	Long term	9		on-going
4	Potential health and safety incident affecting employees or member of the public.	8	Short & Medium term	8	Implementation of the new H&S Strategy. (completed, added onto the Intranet and communications issued across organisation week commencing 21/09/26). Ongoing work to implement and embed across the organisation. Review and update of the H&S Policy (update completed, added onto the Intranet and communications issued across organisation week commencing 21/09/26) Programme of review in place for procedures. Ongoing. Risk Assessment repository devised and team risk assessments being requested from services/teams across the Council. Ongoing. Each Directorate/Service/Team to devise their H&S Plan. Templates have been collated and will be populated prior to each of the upcoming HSW Committees. Chair/attendees will be responsible for liaising with all the services/teams to ensure their plan is reviewed/updated. Monitoring will take place at each quarterly HSW Committee meeting. Annual H&S Self-audits will be issued to services/teams in June of each year and any actions identified will need to be added to their H&S Plan with ongoing monitoring to ensure actions are completed as required.	31/03/2027 25/09/2026 n/a n/a 31/12/2027 n/a
19 (New)	Failure to comply with the Equality Act and PSED by not effectively implementing the EHRC updated 'Code of Practice for services, public functions and associations' across all council services and commissioned services presenting a legal, reputational and financial risk.	12	Short & Medium term	6	Rollout of staff training Quantification of anticipated financial contingency requirements in legal and capital costs.	01/10/2026