

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Principal Risk Report 2022	
REPORT OF: Executive Director Corporate Services	
FOR SUBMISSION TO: Audit and Corporate Governance Committee	DATE: 17 th November 2022
<p>SUMMARY OF REPORT This report provides an update on the Council's principal risks since the last update to the Audit and Corporate Governance Committee on 8th December 2021. The report presents the Council's position as at October 2022.</p> <p>Local Government Act 1972 – Access to Information No documents were used in the preparation of this report which are required to be listed.</p> <p>Contact Officer: Nasreen Khan Head of Internal Audit, Investigations and Risk Management 5 Pancras Square London N1C 4AG Telephone: 020 7974 2211 Email: nasreen.khan@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <ol style="list-style-type: none"> 1) The Committee is asked to note the Council's principal risks and actions being taken to mitigate risks; 2) The Committee is asked to agree four areas for risk deep dives to be brought to two meetings in 2023. 	

Signed: As agreed by the Executive Director Corporate Services

Date: 4th November 2022

1. Purpose of Report

- 1.1 In accordance with its Terms of Reference, the Audit and Corporate Governance Committee (the Committee) is required to monitor the Council's effective development and operation of risk management.
- 1.2 This report provides a comprehensive annual review of the Council's Principal Risk profile and presents the position as at October 2022. The Council's last annual Principal Risk Report was presented to the Committee in December 2021.
- 1.3 Camden's Principal Risk Report is written in consultation with risk leads, Directorate Management Teams (DMTs) and the Camden Management Team (CMT).
- 1.4 This report highlights the main events and changes that have occurred since the last report in December 2021. Overall, the report details:
 - **Appendix 1: Principal Risk Map** – the heatmap diagram indicates the positioning of Principal Risks, detailing the likelihood and impact scores for each risk. The impact matrix details the risk scoring mechanism;
 - **Appendix 2: Risk Universe** – presents an overview of the risks by category, demonstrating our balance of risk;
 - **Appendix 3: How areas of risk link to 'We Make Camden'** – maps the links between risks and We Are Camden themes;
 - **Appendix 4: Executive Summary of the Principal Risks** – details the current as well as target risk score for each risk, defines the CMT risk lead and forward trend information;
 - **Appendix 5: Principal Risk detailed information and action plans (risk on a page)** - details the risk information and update alongside the action plan for each risk. The action plan details the actions that will be taken to achieve the target risk score;

2. Principal Risk Profile – Overview

- 2.1. Since our last report in December 2021, Camden continues to operate in a heightened risk environment. Key themes include:

i) Cost of living: The rate of inflation, and rising energy costs, is creating a cost-of-living crisis affecting both residents and businesses in Camden. Inflation is a factor in most principal risk areas, e.g. tackling economic and social inequalities and the Community Investment Programme (CIP) with increasing costs putting pressure on residents, businesses and suppliers. Increased financial hardship for families could adversely impact serious youth violence and safeguarding for both adults and children;

ii) Financial Resilience: Pressure on the Council's finances continues due to the residual impact of reduced economic activity and added expenditure during

the pandemic, significant inflationary pressures, and spikes in utility costs. Camden has successfully made budget savings over the past twelve years to achieve a balanced budget, and new budget savings will be required as part of the Council's new Medium Term Financial Strategy. There is continued uncertainty about funding levels and Council Tax rules beyond this year, as well as the implementation of the fair funding review and the re-basing of business rates. The proposed cap on rent increases will put further pressure on our Housing Revenue Account balance.

Overall risk exposure

- 2.2. The Council has a robust risk management framework in place. The framework is embedded in decision-making and supports effective identification and management of principal risks. The risk management framework defines a risk as an event that may have an impact on our ability to achieve our stated objectives. Principal risks articulate areas where the threat to the achievement of the Council's objectives is most significant. There are 28 principal risks in total, which is reflective of the current level of exposure in relation to strategic objectives.
- 2.3. Camden's overall risk profile reflects the challenging risk environment the Council is operating in, with high levels of uncertainty caused by the economic climate. The Council continues to operate in a heightened risk environment, with the main source of uncertainty having shifted from the pandemic to the impact of sharp rises in inflation and energy costs. The majority of principal risks sit outside of the agreed target score (22 risks of 28 in total). One principal risk has reduced in risk level since the last report (Equal Pay for Equal Value), and two risks have an increased risk score ('Housing Revenue Account Financial Resilience' and 'Recruitment and Retention'). Nine principal risks are assessed as having an increasing risk trend over the next 12 months.
- 2.4. Changes to risk scores are included in the Executive Summary at **Appendix 4**. Target risk scores included at **Appendix 4** demonstrate the risk score that the Council considers is within its risk appetite and that the organisation is working towards achieving or maintaining.

3. New Risks

- 3.1. One new principal risk has been added, with details provided below.
- 3.2. **Risk title:** Energy costs
Risk description: Long-term volatility and the inflation of energy market may cause unaffordable budget pressures on the Council, schools and Council housing tenants
Rationale for adding: Current and forecast inflationary pressures will have a significant impact on energy costs for schools, the corporate estate and the housing estate. Due to volatility and inflation in the wholesale energy market, energy costs are forecast to at least double for the Oct 2022 – Sep 2023 period (up from circa £15m in the previous period). Whilst most of this cost will either be recovered (housing) or not borne by the Council (schools), there is an estimated additional cost that will be absorbed by the Council of circa £2m in the corporate

estate and another circa £2m impact on the Housing Revenue Account. Volatility in the energy market is expected to remain for some years. (Detailed risk information is included in Appendix 5, p.24)

4. Amended risk

- 4.1. The risk previously titled 'Failure to tackle economic inequality' has been re-articulated to cover the cost-of-living crisis. Details of the changes are set out below in italics:

Risk title: *Cost of Living Crisis* (previously 'Failure to Tackle Economic Inequalities')

Risk Description: Rise in the cost of living reinforces economic inequalities and significantly reduced economic wellbeing for residents.

The focus of this risk has been expanded to cover how the Council is responding to the increases in cost of living and the impact on residents.

5. Closed risks

- 5.1. Two risks have been closed since the last iteration of the risk report: 'Management of Covid-19' and 'Procurement'. The rationale for removing these risks from principal risk status is provided below. These risks will continue to be monitored and managed at DMT level.

- 5.2. **Risk title:** *Management of Covid-19*

Risk description: Unmanageable future waves of Covid-19 cause harm to local communities.

Rationale for closing: Following the roll-out of the Covid-19 vaccination programme, the risk of further unmanageable waves has significantly reduced. There is no longer a national structure in place for population testing and Covid-19 management is built into business as usual. In the event of a further wave, services are in a good position to adapt.

- 5.3. **Risk title:** *Procurement*

Risk description: Post-contract award challenge

Rationale for closing: The Council has put in place clear processes for how it runs tenders and awards contracts, which support its ability to defend any challenges. The small numbers of challenges to awards that has happened in the last two years have been defended successfully. The Council is now preparing for the new Procurement Bill that is due to be issued in late 2023. The government will give us six months' notice for implementing the new Act which we are reviewing now, and we therefore consider we are in a good position to respond to any changes needed to the procurement processes.

6. Watchlist

- 6.1. The Government has confirmed that it intends to develop legislation to introduce a 'Protect Duty'. This will put in place new security requirements for certain publicly accessible places to ensure preparedness for, and protection from, terrorist attacks. Whilst the details of the new legislation have not yet been

finalised, preparations are being made for what the new duty might mean for the Council. The Council's response is being managed via the Protect and Prevent Steering Group.

7. Major project risks

7.1. We continue to monitor and review our major project risks within this report. The risks for the Chalcots project are included within the Landlord Duty of Care risk which articulates a number of factors (including for tenant management organisations), including fire safety and the preventative measures in place. Other project risks are detailed within **Appendix 4** either as individual risk items where large enough (for example 'Community Investment Programme' (CIP), 'High Speed 2 & Euston'), or under other risk headings, for example key Information Technology (IT) projects are detailed under 'Cyber and Data Security'.

8. Principal Risk Deep Dives

8.1. Principal risk deep dives are presented to the Committee bi-annually. The purpose of the deep dives is to make provision for the Committee to obtain an in-depth understanding of the risk area and acquire an insight into the actions being taken to mitigate risks. Deep dives also present the opportunity for Committee to hear directly from the risk lead. Deep dives were instituted in 2021-22, and areas previously presented to the Committee are outlined below:

	Principal Risk	Risk score at the time of the deep dive	Date of deep dive
1.	Financial Resilience and Strategy	20	December 2021
2.	Cyber and Data Security	20	March 2022
3.	HS2 and Euston	16	March 2022

8.2. The Committee is asked to agree four areas for deep dives in 2023. It is recommended that areas of greatest risk (risk scores above 16) and areas with an increasing forward trend, as listed in **Appendix 4** below, are considered for future deep dives.

9. Finance Comments of the Executive Director Corporate Services

9.1. The Executive Director Corporate Services has been consulted and comments are incorporated within the body of the report.

10. Legal Comments of Borough Solicitor

10.1. The Borough Solicitor has been consulted on this report and has no comments.

11. Environmental implications

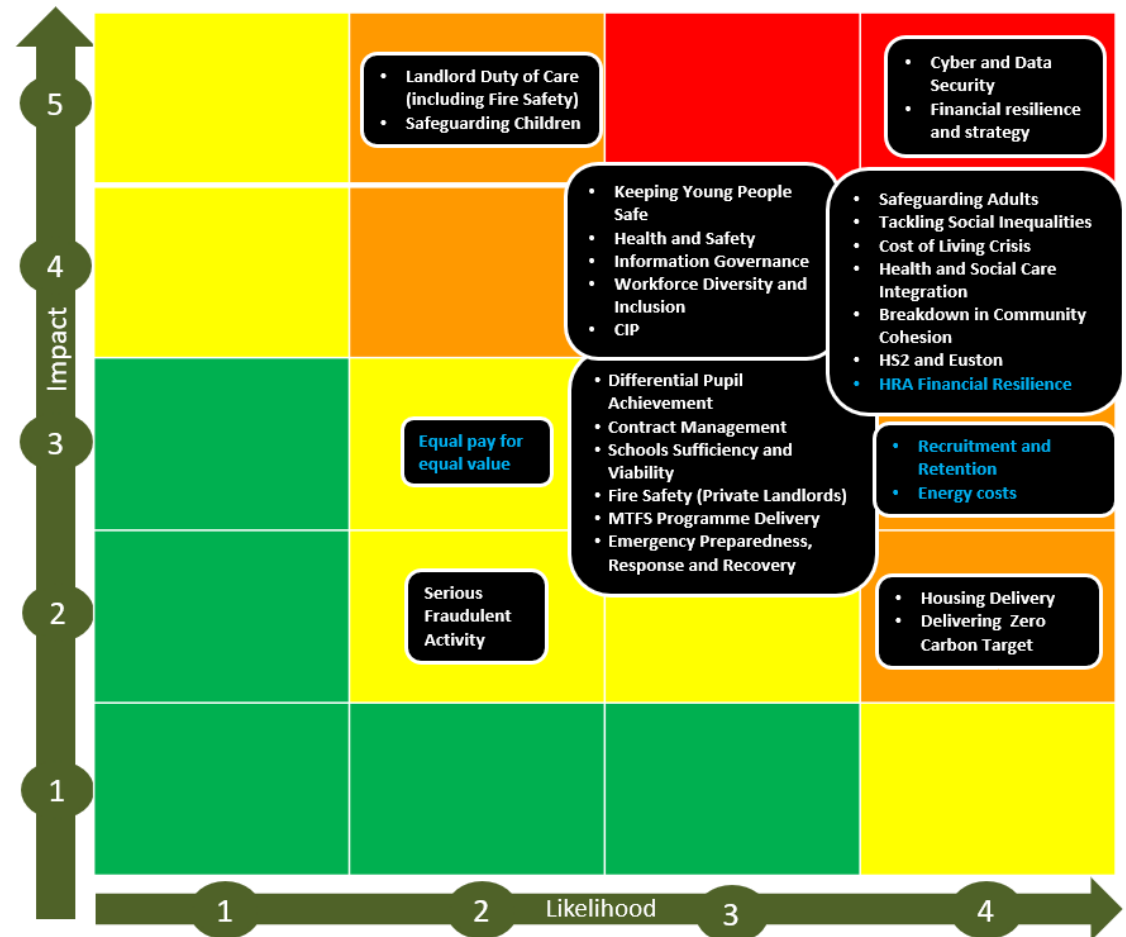
11.1. There are no known environmental implications arising from this report.

12. Appendices

- **Appendix 1:** Principal Risk Map
- **Appendix 2:** Risk Universe
- **Appendix 3:** How areas of risk link to 'We Make Camden' themes
- **Appendix 4:** Executive Summary of the Principal Risks
- **Appendix 5:** 'Risk On A Page' - detailed information and action plans for each Principal Risk

Appendix 1: Risk Impact Matrix and Principal Risk Map – October 2022 (the current risk scoring reflects the risk level in view of our current controls. Risks listed in blue are those with score changes).

Impact Ratings	Financial	Service Delivery	Health and Wellbeing	Reputation
5	Financial loss above £10m.	Major disruption to a number of critical services.	Multiple deaths or serious/life-changing non-recoverable injury(s)/extreme safeguarding alerts likely.	Long term damage – e.g. Adverse national or local publicity, highly damaging severe loss of public confidence. Widespread and high level of criticism. Impacts on staffing and recruitment.
4	Financial loss above £8m.	Major disruption of a critical service.	Multiple casualties with recoverable injuries. Major safeguarding concerns potentially affecting multiple people. Evidence of known sustained neglect or abuse without intervention.	Medium to long term damage – e.g. Adverse local, regional or national publicity, major loss of confidence, a matter that is frequently referenced in relation to the council.
3	Financial loss above £6m.	Major disruption of an important service. Moderate disruption of a critical service.	Noticeable safeguarding risks – evidence of known neglect or abuse without intervention.	Medium term damage – e.g. Adverse publicity, local, regional and national coverage, with significant follow-up stories
2	Financial loss above £4m.	Moderate disruption of an important service.	Single casualties with recoverable injuries. Noticeable safeguarding risks – evidence of neglect.	Short term damage – e.g. Adverse publicity, national follow-up stories on the same issue.
1	Financial loss above £2m.	Brief disruption of an important service. Repeated disruption of a core service.	Medical treatment required, semi-permanent harm, up to 1 year. Safeguarding concerns of neglect.	Short term damage – e.g. Adverse publicity, regional follow-up stories on the same issue.
Likelihood Ratings	1 – Rare 1%	2 – Unlikely 10%	3 – Possible 20%	4 – Likely 50%



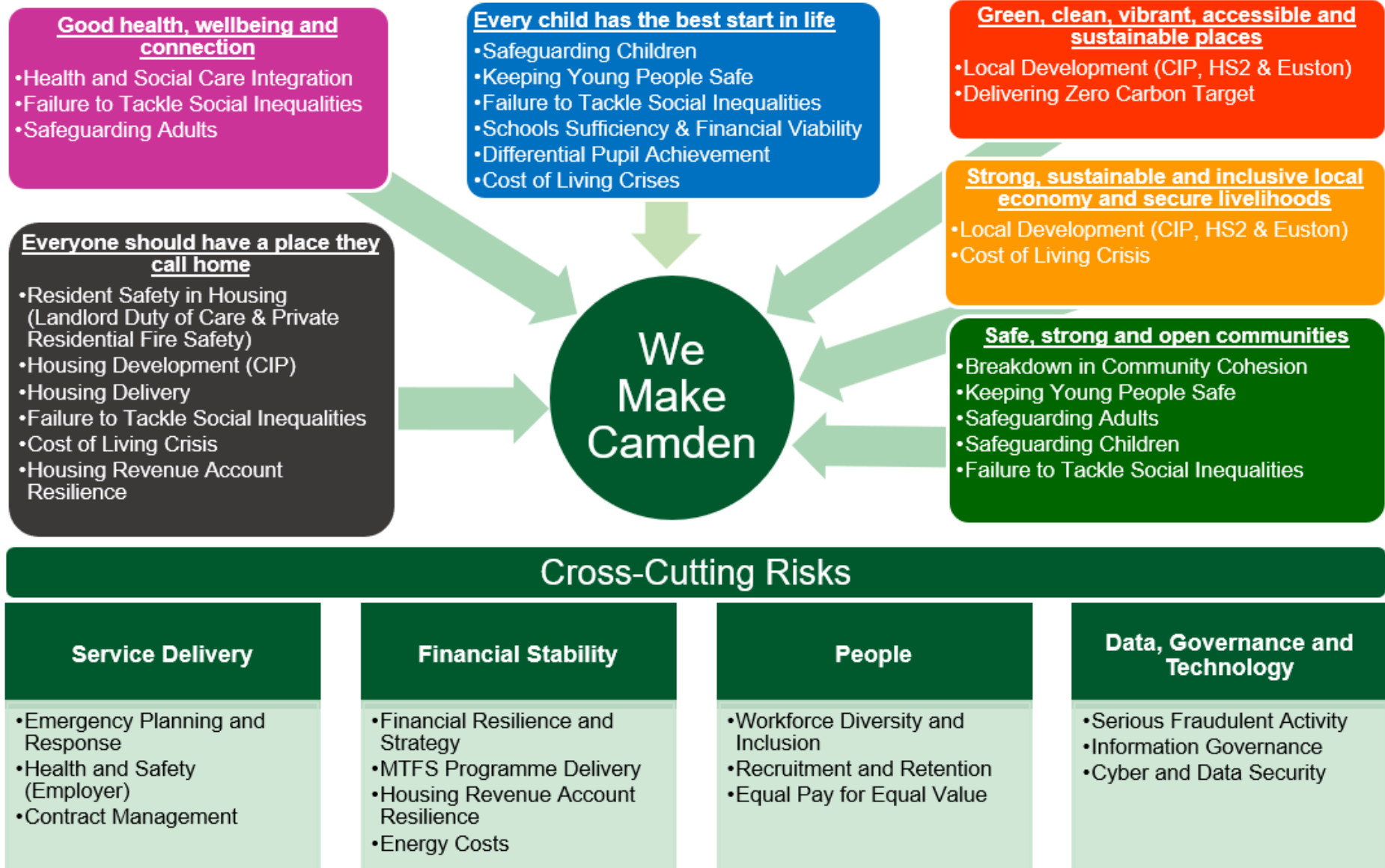
Note: Risks shown in the same black box have the same risk score, the order they are listed in within the box does not define a higher or lower score than the risk shown above or below within the same box.

Appendix 2: Risk Universe (including latest risk trend) – CMT risk sponsors are listed in brackets



New Risk
 Risk Increasing
 Risk Outlook Stable
 Risk Reducing

Appendix 3: How areas of risk link to 'We Make Camden' themes













Appendix 4: Executive Summary of the Principal Risks











(L=Likelihood Score I=Impact Score)

Risks are shown in order of descending risk score, scores are based on our current levels of risk and controls

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:4 I:5 Score 20	L:3 I:5 Score 15	5 Points	Cyber and Data Security	J. Rowney	↑	↑	The cyber threat level remains high, with increasingly sophisticated methods used against organisations. The forward trend continues to be assessed as increasing due to geopolitical factors.
-	L:4 I:5 Score 20	L:3 I:5 Score 15	5 Points	Financial Resilience and Strategy	J. Rowney	↔	↑	The risk level remains high with an increasing risk trend due to continued pressures and uncertainties around funding levels beyond 2022/23.
-	L:4 I:4 Score 16	L:2 I:4 Score 8	8 Points	Safeguarding Adults	M. Pratt	↔	↔	The risk level remains high. The service is prepared to support vulnerable adults affected by cost-of-living challenges and the seasonal flu season, and the forward trend is assessed as stable.
-	L:4 I:4 Score 16	L:3 I:4 Score 12	4 Points	Health and Social Care Integration	M. Pratt	↔	↔	The risk level remains unchanged due to the scale of change needed and the increased uncertainty around both health and social care funding. Overall, the trend for the next 12 months is assessed as stable.
-	L:4 I:4 Score 16	L:3 I:3 Score 9	7 Points	Breakdown in Community Cohesion	G. Marston	↔	↔	The risk of a critical incident in our communities remain high and we continue to work closely with local partners to take appropriate action. The trend over the next 12 months is assessed as stable.
-	L:4 I:4 Score 16	L:3 I:3 Score 9	7 Points	High Speed 2 and Euston	G. Marston	↔	↔	The risk level remains high while the Euston over site development plans are finalised. The Council continues to engage with stakeholders and the forward trend is assessed as stable.

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:4 I:4 Score 16	L:3 I:3 Score 9	7 Points	Cost of Living Crisis	G. Marston / J. Rowney	↔	↑	The Council is mobilising a response to the cost-of-living crisis. The probability of a recession in the next 12-18 months gives rise to an increasing forward trend.
+7	L:4 I:4 Score 16	L:2 I:2 Score 4	12 Points	Housing Revenue Account (HRA) Financial Resilience	J. Rowney / G. Marston	↔	↑	The risk score has increased since the last report due to the increased pressure on the Housing Revenue Account balance. The forward trend is assessed as increasing due to inflation pressures and the uncertainties about the length and impact of the proposed rent cap for social housing.
-	L:3 I:4 Score 12	L:3 I:3 Score 9	3 Points	Failure to Challenge and Address Social Inequalities	J. Rowney	↔	↔	Work on risk mitigations is progressing, with A Council-wide Equality Strategy expected to be launched in early 2023. Whilst social inequalities are likely to rise in the event of a recession, the Council is taking action to mitigate and therefore the risk as assessed as stable.
New risk	L:4 I:3 Score 12	L:3 I:2 Score 6	6 Points	Energy Costs	G. Marston	-	↑	Immediate and longer-term action is being taken to address rising energy cost and reducing our energy footprint. Volatility in the energy market and impact of inflation is expected to be challenging for at least two years and this new risk presents with an increasing trend.
-	L:3 I:4 Score 12	L:2 I:3 Score 6	6 Points	Health and Safety Incident	J. Rowney	↔	↔	Work is ongoing on developing the Council's health and safety culture as well as delivering action on staff wellbeing. The outlook for the next 12 months is stable.

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:3 I:4 Score 12	L:3 I:3 Score 9	3 Points	Community Investment Programme (CIP)	G. Marston			The economic climate is causing cost pressures and project teams are working with contractors to mitigate. Whilst property prices are expected to continue to be underpinned by housing shortages on the market, the recent volatility in the mortgage markets needs to be closely monitored to understand impact on sales rates.
-	L:3 I:4 Score 12	L:2 I:4 Score 8	4 Points	Keeping Young People Safe	M. Pratt			Data on youth violence has been stable with no spikes in trends since the last report. However, cost of living pressures could increase the risk of youth crime and youth violence over the next 12 months and forward trend is assessed as increasing.
-	L:3 I:4 Score 12	L:2 I:4 Score 8	4 Points	Information Governance – major data protection breach	J. Rowney			The Council prepares to respond to changes related to the Data Protection and Digital Information Bill. The trend for the next 12 months is assessed as stable.
-	L:3 I:4 Score 12	L:2 I:2 Score 4	8 Points	Workforce Diversity and Inclusion	J. Rowney			A significant work programme is in place to address diversity and inclusion through multiple strands – race equality, disability, LGBT+ and carers. This risk presents with a stable outlook for the next 12 months.
+3	L:4 I:3 Score 12	L:2 I:2 Score 4	8 Points	Recruitment and Retention	J. Rowney			The risk score has increased since the last report, with staff turnover levels increasing and a highly competitive recruitment market. Cost of living pressures is expecting to impact this risk further and the forward trend is assessed as increasing.

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:2 I:5 Score 10	L:2 I:5 Score 10	0 Points	Landlord Duty of Care (including fire safety)	G. Marston			The overall risk trend has stabilised since the last report. However, the extent of the new regulations means that the likelihood of non-compliance has increased, as it has for all landlords. The Council has allocated resources and has a programme to achieve full compliance with the Fire and Building Safety Acts.
-	L:2 I:5 Score 10	L:2 I:5 Score 10	0 Points	Safeguarding Children	M. Pratt			Challenges around recruitment and retention has been significantly improved and the risk score remains within target. The service is well placed to respond in any increase in safeguarding referrals and the forward trend is therefore assessed as stable.
-	L:3 I:3 Score 9	L:3 I:2 Score 6	3 Points	Medium Term Financial Strategy Delivery	J. Rowney			Pressures to deliver savings remains. The Council is entering into a new Medium Term Financial Strategy period from 2023-24 onwards and the trend for the next 12 months is assessed as stable.
-	L:3 I:3 Score 9	L:2 I:3 Score 6	10 Points	Emergency Preparedness, Response and Recovery	G. Marston			Action is progressing to further enhance and strengthen the Council's Civil Emergency preparedness and response protocols in line with the standards outlined within the Resilience Standards for London (RSLs). A review of the Camden RSL scores will be completed in early 2023 and the forward trend presents as stable.
-	L:3 I:3 Score 9	L:3 I:3 Score 9	0 Points	Schools' Sufficiency and Financial Viability	M. Pratt			A long-term Education Strategy is being implemented which aims to address sufficiency and viability risks. The Council continues to engage with education stakeholders to monitor and manage risk and the forward trend is stable.

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:3 I:3 Score 9	L:3 I:3 Score 9	0 Points	Differential Pupil Achievement	M. Pratt	↔	↔	Data for 2022 exams indicate good performance compared to national and London comparators. Mitigations are in place to address the reduction in performance in the younger age groups and the forward trend is assessed as stable over the next 12 months.
	L:3 I:3 Score 9	L:3 I:3 Score 9	0 Points	Fire Safety (Private Building Owners)	G. Marston	↔	↔	The Council continue to monitor compliance with fire safety standards in accordance with relevant legislation, including the new Fire Safety Act. The forward outlook is assessed as stable.
-	L:3 I:3 Score 9	L:2 I:3 Score 6	3 Points	Contract Management	J. Rowney	↔	↔	The team continue to engage with contract managers to provide advice and ensure appropriate supply chain management to mitigate risk around supplier failure. This risk presents with a stable forward trend.
-	L4 I:2 Score 8	L:3 I:2 Score 6	2 Points	Housing Delivery Test	G. Marston	↔	↔	It is expected that housing delivery test figures for 2021-22 will show that delivery is below target. The Council will continue to work towards delivering on housing commitments, and the outlook for the next 12 months is stable.
-	L:4 I:2 Score 8	L:3 I:2 Score 6	2 Points	Delivering Zero Carbon Target	G. Marston	↔	↔	The Council is making good progress on its Climate Action Plan and the delivery of low carbon energy project is a priority over the next 12 months. This risk present with a stable forward trend.
- 3	L:2 I:3 Score 6	L:2 I:2 Score 4	5 Points	Equal Pay for Equal Value	J. Rowney	↔	↔	An independent external legal review commissioned by the Council concluded that there is no inherent discrimination within the Council's pay system. The risk score has therefore reduced since the last report. The forward outlook is assessed as stable.

Change in current score since Dec 2021	Current Score	Target Score	Difference between current and target score	Risk Title	CMT Risk Sponsor	Forward Trend Nov 2021	Forward Trend Nov 2022	Comment on risk trend
-	L:2 I:2 Score 4	L:2 I:2 Score 4	0 Points	Serious Fraudulent Activity	J. Rowney			The Council continues to implement a robust anti-fraud and corruption strategy, and the risk level remain unchanged since the last report. This risk presents with an increasing forward trend given the increased potential for fraud as a result of the cost-of-living crisis.

Appendix 5: 'Risk on a page' plans - Principal Risk detailed information and action plans

Risk Information		Risk Scores	Existing Controls		
Risk Title - Cyber and Data Security					
<p>Risk - Process control networks, devices and/or critical information assets/data may be compromised</p> <p>Cause - Computer-based unauthorised access, denial of service, and malicious modification of code or unknown damage/access. End of life/aging Information Technology (IT) kit and infrastructure</p> <p>Consequence - Potential loss of access to all systems and data, limiting our ability to deliver services and business as usual. Potential compromise to our access to data either temporarily or permanently (including historical case data). Damage, restricted access, denial of access, denial of service or information breach.</p> <p>Risk Update: The overall cyber threat landscape remains complex, with increasingly sophisticated tools and attack methods being employed against organisations. There is no realistic possibility of the risk score being reduced soon. Digital and Data Services (DDS) has continued to work with Camden's Emergency Planning Service and our retained external Incident Management Partner to improve and test incident response plans. Three sets of cyber awareness training have been delivered to staff, including a phishing simulation, and the team are now focusing on a targeted approach to specific cohorts of staff who need additional training and support. The Digital Plumbing and Workspace programmes are progressing well, and Camden's relocation and upgrade of the on-premises environment using HCI and ACI technology will be completed by the end of the financial year. Camden has invested in the Microsoft 365 E5 product, giving access to additional modern security tooling. DDS has continued to build on the external and internal audit work, ensuring that Camden has a prioritised remediation plan to address any areas of weakness according to severity. Led by our Information Security Manager, we continue aligning with the ISO 27001 standard and will shortly adopt a refreshed set of information security policies aligned to Annex SL. A strategic paper will be brought forward in 2022 Q4 outlining the possible journey to achieving ISO 27001 certification.</p>		<p>Current Score: L:4 I:5</p> <p>Target Score: L:3 I:5</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Data, digital and technology policy and controls in place, such as device encryption, email security business system access control. 2. Corporate Induction training regarding computer usage policy and data security policy. 3. 3rd party Penetration testing to test and improve our data, digital, and technology security. 4. Compliance and statutory standards projects 5. We maintain links with Human Resources to remove users from system when they leave. 6. We have a Cloud first policy – all new systems cloud based for enhanced security. 7. Robust Due Diligence on data, digital and technology suppliers. 8. Business Continuity and Disaster Recovery Plans 9. Monthly system updates and reporting. 10. Digital Services continue to be involved in the procurement process to improve cyber security. Digital Services sit on Council's procurement local board. 11. Internal Communications and training programmes 12. Contract in place with cyber incident response support partner 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Deliver ongoing staff cyber training and awareness-raising.	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress
Deliver the digital plumbing and workspace programme	Reduce Likelihood	Staff and investment	J Rowney	Ongoing	In Progress
Achieve alignment with ISO 20071 Information Security	Reduce Likelihood	Staff	J Rowney	TBC	Not Started

Risk Information Risk Title - Financial resilience and strategy (general fund)	Risk Scores	Existing Controls			
<p>Risk - Significant decline in the Council's financial sustainability and resilience (significant overspends for 2022/22 and budget gaps from 2023/24 onwards)</p> <p>Cause – Significant inflationary pressures across salaries and contract costs as well as spikes in utility costs directly to the Council and to partners and suppliers. This is exacerbated by the ongoing scarring from the Covid pandemic including loss of income as a result of reduced economic activity, additional expenditure required to respond to the Covid-19 pandemic, delay in delivery of Medium-Term Financial Strategy (MTFS) savings, delay in review of central government funding. There are also significant demographic pressures especially in social care and public health. Government funding is not currently keeping pace with the financial pressures the council is facing. The Council has had to consistently make budget savings over the past twelve years in order to produce a balanced budget and is likely to have to continue to make budget savings over the medium term if the funding available does not fully meet financial pressures.</p> <p>Consequence - The Council may not have sufficient resources to fund all of its priorities. Further savings will need to be made to meet the budget gaps</p> <p>Risk Update: The overall 2021/22 financial position was an underspend of £0.125m. This included additional budget pressures of £20m due to financial pressures relating to the Covid pandemic. The Covid related pressures were funded by a combination of one-off government grants and the reallocation of Council resources to support the response to Covid. At Quarter 1 of 2022/23 the Council is forecasting General Fund pressures of £15m due largely to significant inflationary pressures, including the expected cost of the pay award to staff, in addition the Council continues to be impacted by the reductions in fees and charges largely as a result of ongoing economic impact of the Covid pandemic. These additional pressures as a result of high inflation and the impact of Covid are expected to continue over the medium term and represent a risk to the Council's financial resilience. Part of the Council's Medium Term Financial Strategy is to set aside reserve funds to meet these pressures and ensure the Council remains financially resilient and over the medium term to ensure the Medium-Term Financial Strategy takes account on the expected budget gap. The Council has consistently operated within its budget over the past 5 years and the Council expects to recommend a balanced budget set for 2023/24. However, there is currently no information about funding levels or the rules governing Council Tax beyond this year and the potential implementation of the fair funding review and the re-basing of business rates could have a significant financial impact on the council.</p>	<p>Current Score: L:4 I:5</p> <p>Target Score: L:3 I:5</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Close monitoring of income streams and debt levels to see what impact inflationary pressures and the pandemic is having. 2. Reporting of the current financial strategy exists as part of regular monitoring. 3. Monitoring reports to Service, Division and Corporate levels (Senior Management Team, DMT and CMT), with the position being reported to Cabinet twice a year. 4. Looking at the cost of all non-essential services to assess what costs could be saved in the event it is necessary for the Council to enter into a period of financial 'lockdown'. 5. Reviewing all Reserves to identify reserves that the Council is not currently contractually committed to spend in order to identify available reserves in case of further unexpected financial pressures. 6. Continue to engage with Ministry of Levelling Up, Housing and Communities ((MLHC) and HM Treasury (HMT) on the financial pressures caused by the Covid-19 in support of requests for further government support. 7. Lobby MLHC and HMT on the financial pressures caused by exceptional inflationary pressures and for the next financial settlement to take into account the level of inflation. 8. Engagement with MLHC has resulted in additional Covid support for both additional expenditure and lost income. The Council has made a successful claim for lost income of £13m in 2020/21. After more lobbying the compensation scheme was extended for the first three months of 2021/22. 9. The Council has enacted a 5% (reduced to 2.5% for 21/22 and 22/23) vacancy rate to reduce expenditure and to increase financial resilience. 10. The Council has set a balanced budget for 2022/23 and remains on target to work within the current year budget with the use of set aside reserves to meet unexpected budgetary pressures. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
<p>Continue to monitor budgets and report to DMT/CMT to ensure timely action is taken to address financial pressures.</p> <p>Review significant income reductions such as Parking income and take action to reduce spend accordingly.</p> <p>Identify and agree systemic changes to income and expenditure budgets due to Covid and include these in the Council's Medium Term Financial Strategy</p>	<p>Reduce Likelihood</p>	<p>Staff</p>	<p>J Rowney</p>	<p>Ongoing</p>	<p>In progress</p>

Risk Information Risk Title - Safeguarding Adults	Risk Scores	Existing Controls			
<p>Risk Ineffective identification, recording & response to preventable cause of harm to adults at risk of abuse or neglect (physical, mental or financial). Cause (1) External Provision - ineffective monitoring of providers or poor quality of care. (2) Internal Provision – under-developed approaches to QA leading to poor quality of care. (3) ineffective identification of safeguarding risks to individuals and ineffective care & support put in place to mitigate those risks Consequence Death / injury to an individual or individuals arising from a Safeguarding failure (physical, mental or financial). Adverse publicity, ombudsman complaints. Risk Update We continue to see high levels of social work and occupational therapy vacancies alongside continued high demand for Adult Social Care coming both from hospitals and the community. This is compounding staff workloads, impacting on staff resilience, and leading to significant waiting times for contact with ASC. Care and Support providers continue to report greater problems in recruiting to key front line roles, which means there are fewer providers able to take on new support plans and some delays in setting up new packages of care. Safeguarding referrals also remain at a high level. In the short term we are working with agencies to ensure adequate staffing levels and working with HR colleagues to develop a rolling approach to social worker recruitment. Commissioners work closely with Public Health to ensure that care providers have the most recent advice on infection control and we conduct site visits and hold regular meetings with care providers to reinforce good infection control procedures. Reduction in COVID testing from 1st September 2022 in care homes is being monitored and we continue to facilitate good relationships between the homes and Public Health to ensure they have personalised guidance if required. We know that the Cost-of-Living Crisis, alongside the ongoing pandemic, climate change related extreme weather, and seasonal flu will make the coming winter and spring extremely difficult for the residents that draw on our care and support or might need to begin to. We are working to review our approach to this in order to mitigate the increased risks this presents.</p>	<p>Current Score: L:4 I:4 Target Score: L:2 I:4 Gap to target: L:2 I:0</p>	<ol style="list-style-type: none"> 1. Camden continues to invest in Adult Social Care to improve the quality of services and to ensure that prevention and early intervention is prioritised. 2. Oversight of the 5-year strategic plan is provided by the Adult Social Care Transformation Board; ensuring that the strategic plan is being delivered and monitors all transformation projects and savings projects 3. Where people are waiting for care & support interventions we are regularly reviewing waiting lists and taking a risk-based approach to prioritisation 4. We continue to work closely with health partners, in particular reviewing the safety of discharges from hospital settings 5. Staff resilience is monitored through staff supervision, our process is now more focussed on staff wellbeing with more frequent and informal contact. Weekly virtual open house meetings are held by Heads of Service with all staff invited. 6. All Camden residents routinely receiving face to face visits from ASC unless there is a management authorised reason not to 7. The safeguarding inbox continues to be monitored weekly to ensure that we are picking up trends or areas of concern and to understand our timescales. 8. Camden’s mandatory learning includes e-learning Safeguarding Awareness course 9. Ongoing borough wide Safeguarding communications campaign 10. We are signed up to the Ethical Care Charter and are a London Living Wage employer 11. Contracts with external providers are awarded on a long-term basis, with a focus on building strategic partnerships to improve quality. 12. Quarterly monitoring visits of care providers continue and enhanced monitoring is put in place if there are quality concerns. 13. Monthly establishment concerns and meetings with Care Quality Commission (CQC) to review the quality of providers and help to pro-actively identify issues. 14. We have in place 7 long term care and reablement providers which are geographically aligned with GP practices and our neighbourhood teams. 15. Quality Assurance Framework in place which is monitored by a monthly Quality Board 16. Work is underway to review our processes for data protection and cybersecurity 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Fully embed the new Quality Assurance Framework	Reduce Likelihood	Staff	Jess McGregor	Oct 2023	In progress

Review guidance for, and approach to, the winter arising from the cost-of-living crisis and climate change related extreme weather.	Reduce Likelihood	Staff	Jess McGregor	Autumn 2022	In progress
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Risk Information		Risk Scores	Existing Controls			
Risk Title - Health and Social Care Integration						
<p>Risk - Insufficient capacity, integration and accountability in the local health and care system to meet residents' needs.</p> <p>Cause - Funding constraints and different priorities of key agencies which militate against integration.</p> <p>Consequence - Poorer health and care outcomes for residents.</p> <p>Risk Update - The government's Health & Social Care Bill has set out the national approach to secure greater integration of health and local authority services. All key governance meetings for delivering local health and social care integration have now resumed after being disrupted due to Covid-19. There has been positive engagement with the new Integrated Care Board (which has replaced the previous Clinical Commissioning Group or CCG) and other partners through the new Integrated Care Partnership. Work on both borough (or 'place-based') and sub-regional 'system' integration continues to move forward but risk levels remain unchanged due to the scale of change needed and the increased uncertainty around both health and social care funding.</p>		<p>Current Score: L:4 I:4</p> <p>Target Score: L:3 I:4</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> Active engagement of the council in the development of integrated care systems. Meetings between key Camden health and care leaders The development of joint Council and Integrated Care Board (ICB) initiatives to integrate community services thereby getting the best value from the available resources in the community. Effective communication, joint working and governance across the ICB and the Local Authority, including the Health and Wellbeing Board, regular meetings of senior Cabinet member and officers, the integrated commissioning committee and developing governance arrangements to support the Camden local strategy. Shared ownership of the 'Better Care Fund' and prioritisation of resources to where they are most needed. Camden Integrated Care Executive – Chaired by Deputy Chief Executive, senior executive oversight of the developments of integrated care partnership borough level), accountable to Health and Wellbeing Board. 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Continued engagement with the Integrated Care Board and Integrated Care Partnership.	Reduce likelihood	Staff	M Pratt	Ongoing	In Progress	

Risk Information Risk Title – Breakdown in Community Cohesion	Risk Scores	Existing Controls			
<p>Risk - Breakdown in community cohesion leading to community unrest Cause - Terrorist attack, critical incident or change in the wider environment Consequence- Community unrest (rioting, disruption, violence) Risk Update – The Council remains committed to engaging with residents to identify and respond to community safety related issues which adversely affect local communities. We continue our outreach work with the community to develop engagement and gather insights and two new town centre policing teams have been established. Information and lessons learnt on hate crimes are being shared by the Met police to community groups and Camden frontline teams. There is ongoing monitoring of gang tensions and the potential risk of serious youth violence. We continue to work alongside the Metropolitan Police Service Counter Terrorism Security Advisors and Counter Terrorism Protect Officers to ensure implementation of counter-terrorism measures outlined within the UK Governments CONTEST Strategy and reduce the likelihood and impact of a terrorist attack in Camden. Women’s safety remains a key priority for the Camden Community Safety Partnership. The Camden Women’s Safety (Public Realm) Action Plan will be launched in the Autumn 2022. Links are being made between Community Safety and the emerging Cohesion and Equalities strategy as a successful integration strategy is an important part to counter terrorism.</p>	<p>Current Score: L:4 I:4 Target Score: L:3 I:3 Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Reporting to the Community Safety Partnership Board, Community Safety work with statutory partners to identify and support vulnerable individuals through our PREVENT/CHANEL programme. 2. Maintaining contact through our network of faith leaders and voluntary sector organisations to understand the situation within our community. 3. The Faith leader’s forum enables engagement with faith groups on key community issues, including tensions and hate crime and how these can be addressed through reporting and positive actions. 4. Policy on Hate Speech – to establish communication campaigns which raise awareness, increase the level of reporting and promote the need for legislative change with regard to misogyny. 5. Relevant advisors, Counter Terrorism Security Advisors, and our SO15 participate in the Council led Protect and Prepare working group and PREVENT Steering Group. 6. Community Safety is a member of the Police Led Partnerships focussing on individuals and places of concern. 7. Two new Town Centre Policing Teams (Camden Town and Euston) 8. Action Counters-Terrorism Training in order to increase the awareness of terrorism amongst businesses and residents within LBC through training and communications. 9. Weekly tactical meetings with the police and Community Safety to identify and address issues/places of concern and shared deployment of resources. 10. Twice yearly exercising through the Borough Resilience Forum on partner response to a major incident (e.g. terrorist attack or system failure of services) to plan for response to immediate event an aftermath co-ordinated by the Emergency Management Service. 11. Quarterly meetings of the Camden Resilience Advisory Group (internal) chaired by the Executive Director Supporting Communities and facilitated by the Emergency Management Service. This cross-council group of directors reviews actions and risk impacting on Camden’s resilience. 			
Action	Expected impact	Resources	Owner	Due Date	Status
Trust and transparency plan with the Police	Reduce Likelihood	Staff and Policy	G Marston	Ongoing	In progress
Deliver Faith Leaders 3-year plan	Reduce Likelihood	Staff and Policy	G Marston	Ongoing	In progress
Deliver Camden’s Prevent programme of activity and projects, engaging with key stakeholders in local government, central government departments, police and other public sector bodies	Reduce likelihood and impact	Staff	G Marston	Ongoing	In progress
Implement CONTEST strategy	Reduce impact	Staff	G Marston	Ongoing	In progress

Risk Information Risk Title - High Speed 2 and Euston			Risk Scores	Existing Controls		
<p>Risk – The HS2 and Euston project does not deliver the desired community benefits/mitigations and place improvements to the time, cost and quality needed.</p> <p>Cause – Un-coordinated approach to design, projects and construction and Council’s limited ability to influence.</p> <p>Consequence – Impacts on the community during works, additional cost to the Council to resource caseload and re-home residents during works, reduced community benefit/place improvements, loss of faith in the Council as the body representing the communities’ interests.</p> <p>Risk Update –</p> <p>One of our assurances related to Noise Insulation remains escalated. HS2 maintains that they are complying. We continue to monitor this closely and we secured additional officers to close out our concerns over the next calendar year (until Jul 2023).</p> <p>The Council’s voluntary rehousing scheme is being rolled out, and we continue to pursue the costs for this scheme at a senior level in the Department for Transport and with HS2.</p> <p>The new Euston Partnership Board governance has been formalised (formally stood up in September 2021) which will help coordinate and work to a single strategic plan for Euston (this is in response to the Oakervee recommendations).</p> <p>HS2 and Network Rail have been instructed to proceed with an integrated station design following the Oakervee Review and confirmation as part of the Government’s Spending Review in October 2021. The extent of Over Site Development supported on the Network Rail station is dependent on their Business Case which is due to be finalised at the end of 2022. The Euston Area Plan (EAP) depends on information from this process, and therefore was delayed while awaiting the design review and funding process. Draft EAP document due to be published in early 2023. We are working to ensure the independent examination of the document occurs before the planning application for the Over Site Development by Lendlease the master development partner to DfT/Network Rail.</p> <p>Landowner’s business case – Camden is working with Landowners to understand the drivers. Depending on Masterplanning process of outcomes, there is a risk that the landowner business case doesn’t deliver metrics the government expects - a possible consequence could be that Treasury takes back enabling Over Site Development funding.</p>			<p>Current Score: L:4 I:4</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Cllr Gould and Jenny Rowlands attend Euston Partnership Board. Update of the EAP is happening over next 12 months. 2. A spreadsheet of all of the assurances is reviewed regularly in conjunction with HS2 and the community where the community is able to comment on progress. 3. Camden has a dedicated HS2 Programme Manager who will have the specific role of managing the assurances 4. Regular meetings with HS2 to understand forward plan of applications to plan required resource. 5. Euston Area Plan being reviewed to respond to and influence changes in context and community issues. 		
Action	Expected impact	Resources required	Owner	Due Date	Status	
Progress independent examination of the Euston Area Plan	Reduce impact	Staff	G Marston	Ongoing	In progress	

Risk Information Risk Title – Cost of Living Crisis		Risk Scores	Existing Controls			
<p>Risk – Rise in the cost of living reinforces economic inequalities and significantly reduced economic wellbeing for residents.</p> <p>Cause - Inflation leading to increased cost of living, in-work poverty and economic inactivity and business failure. Lack of confidence (investors and developers).</p> <p>Consequence - Significant increase in poverty and inequality across Camden, increasing demand for Council services. Employment spaces not utilised and optimised.</p> <p>Risk Update – By ‘cost of living crisis’, we mean the significant reduction in disposable incomes that individuals and families experience when buying essential goods (like food, heating, clothes, travel, etc.) increases. The cap on prices for domestic energy has risen 54% since April 2022 and will rise another 80% in October 2022. Inflation has increased to 10.1% and could peak at 13%. This is the highest level for more than 40 years. There has been a significant increase in problem debt for our most vulnerable residents, as well as the number of residents in fuel poverty, which has doubled since 2019. Our focus is on widely promoting information and supporting our existing networks of food banks and community outreach programmes. We are developing a network of public ‘warm spaces’ that residents can access for free if they are avoiding heating their homes, and which will offer engaging and holistic support. We are establishing a £2m cost of living crisis fund. Plans are underway to establish a Camden Wealth Fund – a mission-oriented investment tool to bring together wealth creation and wealth distribution, guided by principles of equity, shared prosperity and inclusion.</p>		<p>Current Score: L:4 I:4</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. We Make Camden is a shared vision and call to action for all stakeholders in the borough around Camden 2025 Objectives, Renewal Commission Missions and a new set of Community Challenges. A set of strategic documents provide a framework for inclusive growth that benefits our communities and set out our expectations of how partners support communities 2. Camden’s Council Tax Support Scheme is one of the most generous in London, and we continue to support low-income households with 100% deductions to ensure they have as much money available to them each month. 3. Debt and welfare advice is available in the community, both through the 12 voluntary sector organisations that make up the Camden Advice Network and through dedicated Camden staff in Adult Social Care, Early Help, Landlord Services, and Good Work Camden. 4. Our approach to bulk buying gas will offer some protection to residents on our shared heating networks. 5. Good Work Camden Programme is now well established, with Job Hubs established in Gospel Oak, Regents Park and Kilburn each with a growing team of advisers and brokers. Within this universal service, bespoke approaches are being developed to support specific cohorts – disabled people, refugees, young people, people affected by homelessness. 6. The Council is developing its approach to anchor institutions and employers more broadly including developing an ask around Cost of Living to support residents. Camden Business Board (CBB) meets regularly and is re-shaping membership, purpose and governance. The CBB has agreed to establish action-focused working groups on procurement and social value, young people and cost of living. Place Board brings together licensing, planning, inclusive economy with BIDs and landowners. 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Development of approaches to support residents and businesses through the cost-of-living crisis, including a network of warm spaces and the cost-of-living crisis fund	Reduce likelihood and impact	Resources	G Marston	Ongoing	In progress	
Development of Community Wealth Fund	Increase financial resilience	Resources	G Marston	Ongoing	In progress	

Risk Information Risk Title – Housing Revenue Account (HRA) Financial Resilience		Risk Scores	Existing Controls		
<p>Risk – Significant decline in the Council’s resources to fund the maintenance and delivery of new housing stock.</p> <p>Cause – Loss of rental and other income and increasing bad debts as a result of financial difficulties of our social tenants, leaseholders and commercial tenants due to cost-of-living crisis, increased costs due to new building safety legislative requirements, inflation in revenue and capital expenditure, increase in borrowing costs and the impact of housing market conditions on CIP capital receipts.</p> <p>Consequence – The Council may not have sufficient resources to fund all of its priorities and any future unforeseen expenses. Further savings will need to be made to meet the budget gaps</p> <p>Risk Update: The Housing Revenue Account balance has reduced significantly over recent years, partly as a result of four years of rent reductions mandated by central government, followed by the impact of the COVID pandemic. The government is consulting on a cap on rent increases for 2023/24 and 2024/25 as a cost-of-living measure which puts further pressure on budgets and reserves. Alongside this, anticipated increases in energy costs are expected to place additional pressures on HRA reserve balances if the heating pool, which supplies c. 14,000 Council homes, cannot be balanced.</p> <p>The Cabinet has recently agreed two new large CIP projects which will increase HRA borrowing costs. The current savings programme is now being extended to 2025/26 to ensure the financial resilience of the HRA, and to help us rebuild the reserves balance.</p>		<p>Current Score: L:4 (+1) I:4 (+1)</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:2 I:2</p>	<ol style="list-style-type: none"> Reporting of the current financial strategy exists as part of regular monitoring, with the ability to increase the savings required through the existing savings programme to help the HRA live within revenue budgets. Monitoring reports to Service, Division and Corporate levels (Senior Management Team, DMT and CMT), with the position being reported to Cabinet twice a year. Regular monitoring of the council’s immediate and long-term income streams and debt levels. Monitoring of the HRA borrowing headroom and prioritisation of capital commitments to see if any activities can be moderated to free up resources. Review of expiring contracts and seeking efficiencies wherever possible. Looking at non-essential services to assess what costs could be saved in the event it is necessary for the Council to reduce costs in-year Shift how the CIP is financed to reduce the need for borrowing, as set out in a report to Cabinet in September 2022 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Lobby government on rent cap including by responding to the consultation	Reduce Likelihood	Staff	J Rowney	October 2022	In progress
Continue to monitor budgets and report to DMT/CMT to ensure timely action is taken to address financial pressures.	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress
Extend, agree and implement the savings programme	Reduce likelihood	Staff	J Rowney/ G Marston	April 2023	In progress

Risk Information Risk Title – Failure to Tackle Social Inequalities		Risk Scores	Existing Controls			
<p>Risk - Failure to challenge and address social inequalities in Camden Cause - Poor prioritisation, lack of clear governance, and/or detailed project/programme management Consequence - Loss of community confidence in the Council. Poor outcomes for residents. Risk Update – Despite the pressures on Council services caused by Covid-19, the equalities agenda has continued to progress. The Building Equal Foundations report outlined 140 actions and by these actions are now complete The Equalities team’s remit and scope have been expanded and new governance mechanisms are being proposed for delivering on the equalities agenda. The team is also expanding on the work developed with University College London (UCL) on a project to develop metrics on inequality and improve how we measure our impact. A strategy on diversity in the public realm is under development and will be presented to Cabinet in December 2022. A wider Equality Strategy for the Council is also in development and is expected to be launched in the Spring of 2023. For the first time, this will include community cohesion and community safety outcomes as part of this work. We are also working on reviewing Equalities Impact Assessments in Camden, with a new process and template, including cumulative impact assessments as part of our process changes.</p>		<p>Current Score: L:3 I:4 Target Score: L:3 I:3 Gap to target: L:0 I:1</p>	<ol style="list-style-type: none"> 1. We no longer have the Race and Equality task and finish group but are in the process of establishing new governance controls whilst working closely with our Cabinet Member for Equalities and Cohesion. 2. Director of Equalities and Disproportionality provides strategic leadership to the Council’s efforts to tackle inequalities. 3. Equality Impact Assessments 4. Expanded remit for the Equalities Team 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Continue to monitor the ‘Tackling the disproportionate impact of COVID-19 on Black, Asian and other ethnic communities in Camden Medium to Long term action plan’.	Reduce likelihood and impact	Financial/Staff/Communications	J Rowney	Ongoing	In Progress	
Building community confidence in close partnership with community organisations and health partners, supporting the rollout of vaccinations	Reduce Impact and Likelihood	Communications/Resources	J Rowney	Ongoing	In Progress	
Development of a Council-wide Equality Strategy	Reduce Impact and Likelihood	Communications/Staff	J Rowney	Feb 2023	In Progress	

Risk Information Risk Title – Energy Costs	Risk Scores	Existing Controls			
<p>Risk Long term volatility and inflation of energy market cause unaffordable budget pressures for the Council, Schools and Council housing tenants</p> <p>Cause Unpredictable global energy market, inadequate monitoring of energy prices and Council expenditure, unfavourable terms and conditions from energy providers, services do not adapt budgets/activities/energy consumption to meet pressure in energy expenditure. Failure to recover true energy costs from housing tenants through heating charges.</p> <p>Consequence Significant overspend on Council budgets or contributions required towards the housing heating pool, key projects and programmes scaled down, paused or cancelled.</p> <p>Risk Update: Under the current energy purchasing arrangements, the Council has consistently been able to supply gas to Camden housing sites (approximately 12,000 homes) for c.50% of the retail gas price over the last 6 years. In the global energy market volatility of 2022, which saw gas and electricity prices rise by over 200%, the Council was able to control the costs for schools, housing sites on contract and the corporate estate, by delivering achieved prices for the October 2021 to September 2022 supply period 68% below the market highs. Camden’s current annual energy contract value for Oct 21 – Sep 22 is c.£15.1m. However, due to the extreme price rises and volatility in the wholesale energy markets, the Council’s annual cost is forecast to at least double for the Oct 22 – Sep 23 period. Around £2m of these additional costs will be borne by the Council across our corporate estate and it is estimated that there may be an impact on the Housing Revenue Account of approximately £2m if the heating pool, which supplies c. 14,000 Council homes, cannot be balanced. Schools pay their own energy costs and housing energy costs are recovered through rents and heating charges, with the latter introducing a further risk to the Council should rents and heating charge increases fail to keep pace with energy cost inflation. Improving the energy efficiency of buildings and infrastructure is the only certain way to protect against rising energy costs. The developing council housing retrofit programme will help to improve the energy efficiency of Camden housing, in particular the least efficient homes which form part of pilot projects. A further programme of work is underway for our corporate estate.</p>	<p>Current Score: L: 4 I: 3</p> <p>Target Score: L: 3 I: 2</p> <p>Gap to target: L: 1 I: 1</p>	<ol style="list-style-type: none"> Continued use of a Central Purchasing Body (CPB) to manage risk through forward buying. Using a CPB allows Camden to achieve the best price for the Council and residents by aggregating the Council’s required energy consumption with the CPB’s other customers (235 public sector organisations, with a combined energy spend of over £800 million). Energy market volatility is managed by forward purchasing energy from the wholesale markets in the run up to the supply period. Energy management function in Sustainability, Air Quality and Energy team to validate billing against meter reads. Provide quarterly energy price forecasts in the 12 months prior to any new supply period to ensure that all budget holders have sufficient information to budget effectively. Monitor performance of CPB through an independent energy consultant. Develop and deliver the retrofit programme for the council’s corporate and housing estate to improve energy efficiency Carbon Management Plan for corporate estate in place. Accommodation strategy with energy use in mind. Reduce energy footprint through the best use of assets and optimising the use of the Council’s property portfolio. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Deliver purchasing strategy for Oct 2024 – Sept 2028	Reduce score	Staff	G. Marston	Spring 2023	In progress
Deliver retrofit programme for Council homes, targeting the least efficient homes first. The aim being over time to reach net zero across the housing stock, with an interim goal of addressing homes below an EPC rating of C before 2030.	Reduce score	Staff	G. Marston	2030	In progress
Review heating charges for housing sites to ensure cost recovery	Reduce score	Staff	G. Marston	January 2023	In progress
Office accommodation strategy which includes considerations on energy use	Reduce score	Staff	G. Marston	2030	In progress

Risk Information		Risk Scores	Existing Controls			
Risk Title - Health and Safety						
<p>Risk: Health and Safety incident Cause: Governance and/or policies are inadequate, Staff non-compliance with policies Consequence: Incident resulting in life changing or fatal results and/or regulatory action Risk Update: There are no longer any Covid-specific measures in place and Covid is part of BAU for infectious diseases in the workplace. A centralised caution register within the Customer Relationship Management (CRM) system is in development. Testing will take place in the autumn and a communications plan developed for launching the new system. A new Drug and Alcohol Policy has now been submitted to trade unions for consultation after a delay due to a comprehensive Data Protection Impact Assessment. The policy includes a provision of drug and alcohol testing for staff in safety critical roles which addresses concerns raised by Her Majesty's Coroner in the Prevention of Future Deaths report following the fatality at Aspen House in February 2020. There is a comprehensive work programme to address staff wellbeing. Suicide Prevention will be added to the mandatory training modules for all staff to raise awareness. A series of health events for frontline staff was held in summer 2022 in collaboration with Public Health which included health checks and information of the appropriate services for support and treatment and signposting for mental health advice and resources available to staff. The team is working to encourage appropriate and timely reporting of health and safety incidents and raise awareness of managers' responsibilities in relation to health and safety.</p>		<p>Current Score: L:3 I:4 Target Score: L:2 I:3 Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. Corporate and Directorate level health and safety policies in place. 2. Quarterly safety performance reports to CMT Safety Management Board and DMT's. 3. Health and safety modules part of mandatory training 4. Health and safety management courses and risk assessment training in place 5. Manager's guide and workshops which incorporate key health, safety, and wellbeing messages. 6. Health and safety audits of services – ongoing programme 7. Personal safety awareness module. 8. Wellbeing strategy in place with targeted wellbeing interventions based on data. 9. Mental health communications plan 10. Suicide Prevention Action Plan 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Support the launch of the caution register within CRM system	Reduce Likelihood	IT	J Rowney	Dec 2022	In progress	
Launch new Drug and Alcohol Policy after consultation with trade unions on the implementation of drug and alcohol testing for staff in safety critical roles.	Reduce Likelihood	Financial/HR/Policy	J Rowney	Dec 2022	In progress	

Risk Information Risk Title – Community Investment Programme (CIP)		Risk Scores	Existing Controls			
<p>Risk The Council does not deliver high quality regeneration within programme timescales</p> <p>Cause Delayed/reduced capital receipts, funding restrictions, contractor poor performance exacerbated by economic uncertainty.</p> <p>Consequence Failure to maximise opportunities to deliver new and improved affordable housing, and community facilities and/or achieve target outcomes.</p> <p>Risk Update: The ongoing challenging economic climate is resulting in cost pressures for CIP projects. Project teams are mitigating this through careful review of contractor proposals and undertaking value engineering where appropriate while ensuring the quality standards are not sacrificed. It remains unclear what the impact of the cost-of-living crisis and rising interest rates will be for CIP sales in the near term. A recession is likely to impact the Council's Housing Revenue Account, and this may reduce our capacity to fund new projects in the short to medium term. We are working with the Greater London Authority to continue to deliver projects and where appropriate, we are requesting higher levels of grant to support the viability of projects. Whilst CIP as a whole is ultimately expected to break even, the Council relies on Prudential Borrowing to front fund a significant proportion of the expenditure on its schemes. External borrowing is typically sourced from the Public Works Loan Board (PWLB). However, PWLB interest rates have recently increased significantly, thereby increasing the pressure that new external borrowing would exert on General Fund and HRA revenue budgets.</p>		<p>Current Score: L:3 I:4</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:0 I:1</p>	<ol style="list-style-type: none"> 1. The programme is managed so that schemes are at different stages of delivery at any one time thereby minimising exposure to risks in the external market. 2. CIP's robust governance process assesses project viability at key stages of development and the capital programme is monitored to ensure the Council is not overexposed to sales risks. The programme's sales risk is falling as we continue to sell homes. Currently we have 70 homes on the market and the latest scheme to come to market is performing strongly. The Council's internal sales team reviews strategies on all schemes. 3. Progress on CIP schemes is monitored on a monthly basis with key risks and issues identified and addressed through governance boards. 4. The programme's financial position is monitored and reviewed on a quarterly basis. The Contractors are selected through a robust and compliant procurement processes and work within standard industry forms of contract. 5. A new development model is being implemented by the CIP team to provide better reporting and ensuring consistency between projects. A quarterly update will be provided Executive Directors and will include performance of each scheme against agreed KPI's and an overall view of the CIP programme. 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Secure additional affordable housing grant and seek other support from government.	Could improve viability and reduce capital funding requirement of projects.	Resource in place	G Marston	Feb 2023	Ongoing	

Risk Information Risk Title - Keeping Young People Safe		Risk Scores	Existing Controls		
<p>Risk - Continuing level of violence or increase in violence. Cause - Socioeconomic environment Consequence - Increase in harm to young people and increased youth violence. Risk Update – The team is monitoring data on youth violence which has been stable with no spikes in trends in the last 12 months. Cost of living pressures could increase the risk of youth crime and youth violence but the data is not showing indications of this so far. We have a team of outreach workers on the streets to support young people and the Reducing Violence Team continue to deliver their programme of work. Our key measure of knife crime with injury (victims aged 1-24, not domestic abuse) fell as a result of the Covid restrictions and has now returned to pre-pandemic levels. A reduction in the number of violent incidents may have led to a reduction in the number of retaliatory incidents. We know that not all youth violence is related to gangs, but gangs set the tone. We are monitoring the formation of new groups/gangs which will in turn create new tensions that will strengthen the establish gang relationships and the levels of violence could increase. A review of youth service provision in Camden was completed in the Spring. The key actions identified through the review are being taken forward by the integrated youth services team, e.g. workforce development, a diverse youth offer, social prescribing for young people, and increasing the agency of young people and amplifying their voices. We have completed a one-year grant from the Mayor’s Office to deliver a Community Guardian Scheme, involving volunteers for advocacy work within communities to address youth violence.</p>		<p>Current Score: L:3 I:4 Target Score: L:2 I:4 Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Youth safety steering group in place to implement recommendation of youth safety taskforce. 2. Pro-active community engagement with communities who are most impacted by violence. 3. Monthly Borough Commander meetings (Multi agency updates between Council and Police to understand intelligence) 4. Regular engagement with partner agencies (youth services and police) 5. Daily risk briefing – multi agency meetings (targeting intervention) 6. Targeted work with vulnerable groups 7. Mentoring schemes in place 8. Reducing Violence Team in place 9. Regular data monitoring and reporting 10. Mentoring schemes to provide guidance and support to young people 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Deliver actions from the youth service provision review	Reduce likelihood	Staff	M Pratt	Summer 2023	In Progress

Risk Information Risk Title - Information Governance	Risk Scores	Existing Controls			
<p>Risk - Major breach of Data Protection legislation Cause - Staff are not appropriately trained in information handling and data protection. Non-compliance with Information in Camden and IT policies. Council does not keep personal/special category/criminal offence data secure. Consequence – Negative impact on individuals whose data have been inappropriately handled or breached. Action by regulator. Reputational damage.</p> <p>Risk Update: Data breaches - There has been one major breach reported to the Information Commissioner’s Office (ICO) since the last report. It was reported in September 2022, and we are currently awaiting ICO’s decision.</p> <p>Proposed Legislative changes- The Data Protection and Digital Information Bill introduces a number of proposed data protection law changes. There is uncertainty as to what the Bill will be when enacted. However, the current proposals involve changes to data protection practice and the requirements on data controllers. Whilst these have been expressed in terms of allowing business to thrive and reducing regulation, these may not be advantages (even if they exist) that the Council as a public body can utilise, and the proposed reduction in protections to data subjects’ rights give cause for concern. The proposal to allow easier refusal of Subject Access Requests would allow the Council to improve its performance in this area, but would prevent many requesters from accessing their own data which in the case of e.g. care leavers could be upsetting or more harmful. The proposals also raise concerns that the current EU ‘adequacy’ status (meaning that EU to UK personal data transfers can continue in the same way as before Brexit with no contract amendments required) is at risk with accompanying uncertainties about transfers and underpinning contractual changes.</p>	<p>Current Score: L:3 I:4 Target Score: L:2 I:4 Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> GDPR/Information Handling training module in place. Compulsory training on Information Handling/Data protection awareness was fully reviewed In June 2022. Bespoke data protection training provided by the Data Protection Advice Team to social work management over the areas of legal basis and consent. Identified Information Asset Owners and awareness raising and training to be done in the autumn 2022 for IAOs to know their responsibilities. Live Information Asset Register in place. There is Role Based Access Control to all Council systems and additionally staff accessing Mosaic have Disclosure and Barring Service (DBS) check and must sign an Acceptable User Policy. Corporate Information Governance Group (CIGG) meets 6-8 weekly to promote and monitor data protection and governance Including analysis of breaches. Actions are monitored to ensure implementation. Data breach notification procedure in place. Data Protection Impact Assessment Procedure in place, on Essentials and all pre-screens and full DPIAs are proactively published Regular communications to ensure staff are up to date with General Data Protection Regulation. – Ongoing, via Essentials and Yammer. Additional communications on data protection and post-pandemic issues such as returning to the workplace provided during the period. Retention Schedule complete. Programme of retention/destruction started in January 2020 and is ongoing. To date 3,144 paper records (322 boxes) have been destroyed following retention review. Emails containing sensitive data are sent securely via Azure Information Protect (AIP) & Office 365 Encryption. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Implementation of Corporate Information Governance Group (CIGG) actions	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress
Preparation and planning for changes in the Data Protection and Digital Information Bill	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress

Risk Information Risk Title - Workforce Diversity and Inclusion		Risk Scores	Existing Controls			
<p>Risk - Failure to become a more inclusive and diverse organisation in an inclusive and diverse community.</p> <p>Cause - Failure to attract a diverse workforce, failure to provide equality of opportunity to support progression, failure to promote and support inclusion.</p> <p>Consequence - Lost opportunities to better be able to meet the needs residents need through diversity of thought and experience.</p> <p>Risk Update: Significant work continues to take place in this area to address the issues on multiple fronts – race equality, disability, LGBT+ and carers. Work has continued around inclusive recruitment and a review of our end-to-end process. This has included changes to the format and language used in our job profiles and adverts to be more inclusive, an ongoing commitment to internal recruitment opportunities wherever possible to support internal progression opportunities. We have a stated commitment in all our recruitment advertising to flexible working arrangements. We are encouraging anonymised recruitment and seeing positive impacts on the diversity of candidates progressing through the recruitment phases when this is adopted. We have introduced diverse interview panels including a pool of trained inclusive recruitment volunteers. We are also launching a pilot scheme of no all-white shortlists for roles at Level 5 and above as a positive action to improve diversity at our senior levels.</p>		<p>Current Score: L:3 I:4</p> <p>Target Score: L:2 I:2</p> <p>Gap to target: L:1 I:2</p>	<ol style="list-style-type: none"> 1. Race Equality Action plan continues to be implemented. 2. Evaluation of Phase 1 of the Anti-Racism Learning Offer (which was delivered to over 3,300 staff) Phase 2 has also been rolled out which focused on face-to-face delivery for front line staff and those unable to attend previous sessions. Phase 3 is in development – the main focus of which is the development of an e-learning module which will form part of the mandatory learning programme. 3. Reporting discrimination – work has been underway to develop specific safe and accessible routes for staff to report discrimination 4. Disability – the Staff Disability Network continues to meet and discuss issues across the organisation. The Disability Inclusion Learning offer has been developed and will be launched in October. This is targeted predominantly at all people managers to help them understand disability issues and be better able to support staff. The Wellbeing passport is receiving good feedback as is the introduction of Disability Leave. 5. Carers' network continues to meet and we continue to run sessions with partners to support our staff who having caring responsibilities. 6. LGBTQ+ - Stonewall Workplace Equality Index – Camden assessed as the top local authority in the country against the index and ranked the 47th organisation overall. 7. Diversity data update – continued communication to get staff to update their diversity data 8. Independent external legal assessment that the Council's pay policy is not discriminatory. 9. Gender, ethnicity and disability pay gap analysis undertaken since 2015. Progress towards closing any gaps particularly with regard to ethnicity. 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Continue to progress the Race Equality Action Plan including the ongoing anti-racism learning offer and review of recruitment process.	Reduce Likelihood	Financial/Staff/IT/Policy	J Rowney	Ongoing	In progress	
Launch Disability Learning Offer	Reduce Likelihood	Staff	J Rowney	October 2022	In progress	
Reporting discrimination work – launch a reporting group	Reduce Likelihood	Staff	J Rowney	December 2022	In progress	
Improve diversity data coverage	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress	

Risk Information Risk Title - Recruitment and Retention	Risk Scores	Existing Controls				
<p>Risk - Failure to recruit and retain the people we need to deliver our services.</p> <p>Cause - The demand for high quality staff outweighs supply. Existing staff are not empowered, engaged, unable to compete on salaries for specialist roles.</p> <p>Consequence - Council services will be under resourced and service delivery will be sub-optimal.</p> <p>Risk Update – We are experiencing increasing recruitment and retention pressures, particularly in key specialist areas. The employment market has become more candidate-led since the pressures of Covid have reduced and the increasing cost-of-living pressures. Our turnover levels have increased from 7.9% in July 2021 to 12.5% in July 2022. Voluntary turnover has increased from 5% to 7.4% over the same period. There is considerable recruitment activity across the organisation. We are reviewing our pay systems to ensure they remain equitable and flexible. We will continue to monitor increasing recruitment and retention pressures in key services and roles and assess the impact of our pay management, inflation and changes in working practices on turnover and our ability to recruit. We are aware that the organisational financial pressures may result in more service and resourcing reviews.</p>	<p>Current Score: L:4 (+1) I:3 Target Score: L:2 I:2 Gap to target: L:2 I:1</p>	<ol style="list-style-type: none"> 1. Internal recruitment first encouraged to support development opportunities for existing staff. 2. Regular monitoring of recruitment activity 3. Launch of the Oracle Recruitment Cloud (ORC) that integrate with the HR and Finance Oracle systems and supports better processes, flow of information and data analysis. 4. Additional temporary resources to support recruitment activity 5. Development of a recruitment and retention strategy 6. A review of our pay system in underway, led by independent consultants, and is an opportunity to reset to enable flexibility with confidence that it will be used equitably. 7. We have agreed an Immigration loan scheme for staff to support them in making applications for British Citizenship, Indefinite Leave to remain and payment of the Healthcare Surcharge for themselves and their immediate dependents. 8. We have developed a suite of resources and support regarding cost-of-living pressures including access to free and impartial advice on money issues through Money Helper, and a tenancy deposit loan scheme, 9. The 'Future of Work' programme aims to ensure that our accommodation, people support and tech are geared up to support staff to do their jobs effectively as the nature of work changes going forward 10. Exit interviews are being encouraged through a questionnaire sent to all leavers. Data will be further analysed to understand any pockets of higher turnover in key areas – including critical turnover. 11. Encourage more 'stay interviews' and performance and career development discussions and support 12. Employee Value Proposition being used further. 13. Continue to seek opportunities for Apprenticeships across the organisation 14. Successful launch of Camden Talent Pool to target entry level roles to local people 15. Targeted recruitment and retention support for critical groups such as social workers 16. Monitoring of recruitment activity and markets post-Covid-19, including impact of financial pressures on staffing resources 				
Action	Expected impact	Resources required	Owner	Due Date	Status	
Further development of the Recruitment and Retention strategy and implementation of actions	Reduce likelihood (collective impact of actions)	Financial/Staff	J Rowney	Ongoing	In progress	
Ongoing monitoring of recruitment and turnover	Reduce likelihood	Financial/Staff	J Rowney	Ongoing	In progress	
We are currently undertaking a review of the pay scheme. This includes benchmarking our pay against the market and looking at changes that could be made to ensure the pay scheme meets the changing needs of	Reduce likelihood	Financial/Staff/Independent advisors	J Rowney	April 2023	In progress	

the Council recognising the challenging economic conditions whilst minimising the potential for inequity to occur.					
Risk Information		Risk Scores		Existing Controls	
Risk Title - Landlord Duty of Care (including fire safety)					
<p>Risk - Breach of duties as a landlord (including tenant management organisations)</p> <p>Cause - Non-adherence to or insufficient policies and procedures, insufficient resources</p> <p>Consequence - Injury or fatality, impact on resident well-being, reputational damage, prosecution and / or fines</p> <p>Risk Update – The Council is preparing for new regulations being issued pursuant to the new Fire Safety Act and the Building Safety Act. The latter received Royal Assent April 2022 with secondary regulations to be issued over the next 6-18 months. The new requirements will have significant financial and procedural implications for the Council and budgetary provisions have been made. A monitoring regime is in place for the delivery of compliance actions. The journey towards compliance is achieved in stages with full compliance required of Fire Safety Act regulations by April 2023 and Building Safety Act by April 2028. The current focus is on the delivery of fire safety works through the newly established framework and supply chain.</p> <p>Cromer St Estate – non-compliant external wall insulation is being removed from three tall blocks with funding from Government (non-ACM fund)</p> <p>Chalcots – Stage 1 design contract awarded for Blashford and the contract awarded for the four larger towers to install the new curtain wall and cladding system.</p> <p>Asset Management – business as usual activities for managing asset risks i.e. damp/mould, structural deterioration, and assets reaching the end of their life cycle which may create hazards. Confirmation that there are existing controls in place to manage this risk including escalating issues.</p> <p>The Council is also preparing for the new role of the Social Housing Regulator and the need to report non-compliance as there be will greater focus, and transparency, on compliance standards which could result in enforcement action.</p>		<p>Current Score: L:2 I:5</p> <p>Target Score L:2 I:5</p> <p>Gap to target L:0 I:0</p>		<ol style="list-style-type: none"> 1. Established performance framework in place to demonstrate regulatory compliance performance for the housing stock including gas, electrical, lifts, asbestos, fire & water hygiene. 2. The resident safety team has led a review of policy and procedures across all areas of compliance. Training requirements have also been established with a fire safety mandatory module introduced and training programme being developed for persons accountable under the Building Safety Act. 3. Steps are being taken to accelerate the completion of internal fixed wire tests to complete the transition to a five-year testing cycle. 4. The approach to fire risk assessments has been reviewed and a process in place for risk assessment and change control where a significant issue is identified within a building. 5. Fire safety capital works team and programme manager in place. 6. New Head of Resident & Building Safety established and team in place. Additional resources to be recruited to deliver the Building Safety Manager function. 7. The resident-led fire safety and compliance advisory panel meet quarterly and provides a resident perspective on policy, regulations and practice. 8. Fire Safety Act and Building Safety Act – the new requirements are being analysed and programmes being established to deliver the additional checks required and to develop the Building Safety Cases. 9. A new policy for the removal and disposal of combustible items in communal areas has been developed and will be implemented in Autumn 2022 10. A Council wide board has been established to implement the Golden Thread requirements across IT, Property, Housing Management, Building Control and Planning functions 11. The Gas Safety Case inspections continue in line with regulatory requirements, reflecting the Council’s status as a gas transporter. 	
Action	Expected impact	Resources required	Owner	Due Date	Status
<p>Preparing for the new requirements in the Building Safety Act and regulations pursuant to the Fire Safety Act, including:</p> <ul style="list-style-type: none"> - Key Building Information Templates for registration of 148 higher-risk buildings with Building Safety Regulator by October 2023 - Reviewing new Gateway Regime requirements with Planning and Building Control 	Reduce likelihood and impact	Financial/Staff/IT/Policy	G Marston	Ongoing	In progress

Risk Information		Risk Scores	Existing Controls			
Risk Title - Safeguarding Children						
<p>Risk - There is a risk we are unable to either prevent, identify and/or respond to children who may be at risk of significant harm</p> <p>Cause - Reporting/monitoring error/oversight. Staff oversight/non-adherence to policy, cost of living pressures on families.</p> <p>Consequence - Safeguarding breach, significant harm to child(ren).</p> <p>Risk Update – Camden’s children’s safeguarding and social work was rated as outstanding in the 2022 Ofsted inspection, which provides assurance of the quality of practice in the borough. The service has successfully addressed recruitment and retention issues and vacancy rates are significantly reduced despite a national shortage of social workers. We have created advanced practitioner roles, reviewed salary scales and created professional development pathways to attract, recruit and develop staff. HR is undertaking a wider benchmarking exercise to inform our positioning on the recruitment market.</p> <p>We are delivering on our refreshed social work model, including increased frequency of visits, supervision, and reviews of resource allocation to monitor caseloads. There is a continued focus on quality assurance. A social work health check has been carried out and we are responding to the areas identified for social workers that improves the context for practice to thrive. An action plan is in place with the PSW taking the lead to progress.</p> <p>The cost-of-living crisis could result in an increase in safeguarding referrals and increased number of children needing acute support. Safeguarding referrals have been steadily increasing since the start of the pandemic and the service is well placed to respond in terms of staff resource available.</p>		<p>Current Score: L:2 I:5</p> <p>Target Score: L:2 I:5</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> 1. Weekly, monthly and quarterly reporting and management system checks are undertaken alongside individual and/or multiple case reviews to ensure compliance with procedures. 2. The regular production of management information and oversight of Senior Managers at all levels provides challenge and helps to ensure quality and compliance across the service. 3. Complaints from service users or significant partners (School or GP’s) are escalated to the Director of Children’s Safeguarding and Social Work, Supporting People or the Executive Director of Supporting People. 4. Challenge of the controls and governance is undertaken by the Local Safeguarding Board. 5. Ongoing monthly checks are undertaken by the service in which 75 areas of activity are reviewed, the information reviewed is volume and quality. 6. In order to undertake benchmarking exercises data from the Department for Education is utilised. 7. Policies, Governance and training in place. 8. Auditing of case files to check quality of practice and adherence to standards. 9. Mandatory Safeguarding training in place 10. Hybrid online and face-to-face training 11. Hybrid online and face-to-face Fostering Panels 12. Cross council review of domestic violence abuse referrals. 13. Face to face visiting and panels, risk assessment of each case file 14. Face to face contact for children in care 15. Liaison with partners for oversight and guidance 			
Action	Expected impact	Resources required	Owner	Due Date	Status	
Continued focus on recruitment and retention, fully operational multi-agency front door	Reduce Likelihood	Financial and staff	M Pratt	Ongoing	In progress	
Delivering actions stemming from the social work health check.	Reduce Likelihood	Staff	M Pratt	Ongoing	In progress	

Risk Information Risk Title - Medium Term Financial Strategy (MTFS) Programme Delivery	Risk Scores	Existing Controls			
<p>Risk - Failure to successfully identify and implement savings projects as part of the Council's MTFS</p> <p>Cause - Capacity (in-service/corporate services particularly IT and Finance), governance, resource, lack of innovation lack of engagement from services</p> <p>Consequence - Financial savings are not achieved/delayed impacting the cost and quality of council services and damaging the Council's financial resilience.</p> <p>Risk Update: The Council is currently coming to the end of the current MTFS period, which has been extended by one year to March 2023 to allow projects that had been delayed by the impact of Covid to be completed. The current MTFS savings are monitored and reported to DMTs and CMT on a quarterly basis.</p> <p>The Council is also currently developing a new MTFS to help deliver budget savings of £35m - £40m over the next three years to ensure the Council's continued financial resilience and stability.</p> <p>The development of new MTFS proposals is being programme managed by officers from Corporate Services with regular 'check points' at CMT to report on the progress on identifying new savings proposals.</p> <p>Proposals will be discussed with Cabinet Members to ensure only proposals that are in line with political priorities are included in the final list of proposals to Cabinet later this year.</p>	<p>Current Score: L:3 I:3</p> <p>Target Score: L:3 I:2</p> <p>Gap to target: L: 0 I: 1</p>	<ol style="list-style-type: none"> 1. CMT 'deep dives' on key (high risk) projects 2. CMT updates on level of savings proposals being developed. including total value of proposals and risk scores for each proposal 3. Quarterly updates to DMTs and to CMT 4. Joined up approach with Finance for comprehensive overview of progress on savings proposals 5. Regular support for those leading projects to understand progress, risks and issues, and support provided where appropriate. 6. Additional savings via vacancy factor lessen the impact of non-delivery of some MTFS projects. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Continue to monitor and report on the MTFS programme - new proposals and progress of the MTFS programme reported to CMT at regular intervals.	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress

Risk Information Risk Title - Emergency Preparedness, Response and Recovery	Risk Scores	Existing Controls			
<p>Risk - Council lacks appropriate preparedness and resilience in response to a major incident</p> <p>Cause - Lack of resource, availability of wider resource network (On-call). IT system reliance. Incomplete/out of date Business Continuity Plans.</p> <p>Consequence - Failure to provide appropriate resources for residents, businesses or visitors and/or sustained inability to deliver critical services</p> <p>Risk Update: The Business Continuity Strategy has been rolled-out to the wider organisation for the annual review of business continuity plans (BCPs). There is a dependency on IT project delivery for building resilient BCPs. There is still significant work to complete to ensure all services have adequate BCPs in place which poses an increased risk of unnecessary disruption in the event of a major incident. Action is progressing to further enhance and strengthen the Council's Civil Emergency preparedness and response protocols in line with the standards outlined within the Resilience Standards for London (RSL). A review of the Camden RSL scores will be completed in early 2023.</p>	<p>Current Score: L:3 I:3</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> Emergency Management and Business Continuity (EMBC) team has increased the number of emergency stock locations and added courier options to transport accounts for use in an emergency. Each Service has their own Business Continuity Plan (BCP). Camden Corporate Resilience Assurance Group (CRAG) agreed that Directors are responsible for ensuring that BCPs are quality assured and reviewed annually or post significant relevant incident, Majority of the team holds a professional qualification in BC. The EMBC team have updated the BCP templates and developed a new training offer, based on an online accessible platform. EMBC team is also working directly with those services highlighted by CRAG as in need of accelerated BCP development. Duty on call function: 2x Duty Emergency Planning Officer 2x Local Authority Liaison Officer/ Emergency Rest Centre Manager 1x Director Resilience on call each week. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Recruitment and training of more Crisis Support Team staff (those who assist in emergency response)	Reduce impact	Financial/Staff/IT	G Marston	October 2022	In Progress
Strategic Crisis Response and Humanitarian Assistance Lead Officer training.	Reduce impact	Financial/Staff/IT	G Marston	March 2023	Not Started
Revised organisational approach and culture with regard to Emergency Management and Business Continuity to be externally assessed.	Reduce likelihood and impact	Financial/Staff/IT	G Marston	March 2023	Not Started
To consider the audit function with regard to increased scrutiny and resilience of the revised organisational approach towards Business Continuity	Reduce likelihood and impact	Financial/Staff/IT	G Marston	March 2023	Not Started
For CMT to undertake a twice annual exercises to further develop and co-ordinate the emergency response and recovery protocols relating to key risks outlined within the Corporate Risk Register.	Reduce likelihood and impact	Financial/Staff/IT	G Marston	March 2023	Not Started

Risk Information Risk Title –School Sufficiency and Financial Viability			Risk Scores	Existing Controls		
<p>Risk - The Council is unable to collaboratively manage the reduction in demand for school pupils, putting at risk the viability of the current pattern of school provision. Schools are not sufficiently secure to respond to financial challenge from rising costs including staffing and energy costs.</p> <p>Cause - Significant reduction in pupil demand reflective of reduced birth and fertility rates within inner-London, reduction in pupil yield from new housing compounded by a forecasting error from GLA and Office of National Statistics. Real terms' reduction in school level funding over the medium term.</p> <p>Consequence – Further reductions may be required in the number of school places in the borough beyond the difficult decisions that the Council has already taken to close schools and reduce pupil numbers. This may lead to adverse publicity, a breakdown of relationships between Camden, Camden Learning and Camden Schools and strain on community relations. Significant unplanned reductions in pupil numbers placing significant strain on school resources. Unfunded increased cost within schools put additional pressure on existing school budgets.</p> <p>Risk Update – The Council has removed 7.5 classes of entry from primary schools since 2018 based on previous school place planning reviews. New school roll forecasts have shown a slight stabilisation in demand for pupil places in the medium-term but significant levels of vacancies do remain within specific schools. Reductions in demand for primary school places will follow on to a reduction in demand for secondary school places. Individual secondary schools have already seen significant reductions in applications. Whilst school balances improved during COVID, significant strain will be placed on budgets over the coming period.</p>			<p>Current Score: L:3 I:3</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> Officers work closely with Council asset managers to ensure that options offer value for the Council and are flexible to deal with future changes in demand and that options are appropriately costed in relation to capital requirements. Officers work with allied services (early years, SEND) to explore synergies in the delivery of services in relation to options pertaining to school organisation. Implementation of Council approval to remove primary school places Council has developed and approved and is implementing the Camden Education Strategy 'Building Back Stronger', with a specific focus on increasing collaboration between schools. Officers continue to review pupil demand data and share this with wider education stakeholders, this includes working with Secondary schools to monitor and manage reductions in demand for places in this sector. 		
Action	Expected impact	Resources required	Owner	Due Date	Status	
Delivery of Camden Education Strategy	Reduce likelihood	Allocated resources cabinet decision	M Pratt	2030	In progress	
Monitor changes in government policy related to the Schools White Paper 'Opportunity for All'	Reduce likelihood	Staff	M. Pratt	Ongoing	In progress	

Risk Information		Risk Scores	Existing Controls		
Risk Title - Differential Pupil Achievement					
<p>Risk - The measured performance of Camden pupils and schools may disproportionately reduce as a result of Covid-19 impact</p> <p>Cause – Ongoing impact of Covid-19 restrictions and adaptations which impacted school attendance and highlighted differential access to education for different socio-economic groups e.g. disparity in access to internet enabled devices (digital divide), reduced contact time with pupils to assess progress or barriers to learning.</p> <p>Consequence - Camden children and schools may not achieve their full academic potential, this may have a greater impact on vulnerable pupil's educational outcomes. Negative impact on reputation of Camden Schools. Lead to difficulty re-engaging students in the longer term.</p> <p>Risk Update – Preliminary performance data for 2022 (formal validation Jan 2023) indicate that Camden Schools' performance in statutory examinations has held up well in relation to national and London comparators. This is especially the case at KS4. There have however been reductions in performance at all levels especially at the Foundation stage. In line with national trends we are anticipating a widening of gap between groups of disadvantage within the wider Camden cohort. Mitigation actions are in place and the gap is expected to have balanced out by the time these children reach Year 6. Schools are reporting increased incidents of disruptive behaviour in classroom settings, this is especially the case for pupils entering into Reception and Early Years provision.</p>		<p>Current Score: L:3 I:3</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> 1. Camden Learning have been supported and coordinated the schools' educational response to during lockdown periods. 2. Council has developed, approved and is implementing the Education Strategy 'Building Back Stronger', resource has been provided to manage the goal of every child being a reader by 7. 3. Council is embedding its Early Years strategy and approach including investing in 1001 days and the PCPS programme. 4. The Council supported the roll out of digital devices to schools alongside Camden Learning 5. Camden Learning and the Council are supporting schools developing their response to tutoring and catch-up programmes. 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Working alongside Camden learning to co-ordinate the response to Government catch-up programmes	Reduce impact and likelihood	Financial/Staff	M Pratt	Ongoing	In progress

Risk Information Risk title - Fire Safety (in relation to private building owners)			Risk Scores	Existing Controls		
<p>Risk - Private sector accommodation in tall residential buildings (18m) may be non-compliant with current fire safety standards and a major fire could lead to accusations of the council not taking appropriate action. Misunderstanding of Council role following a private building major fire by public/media.</p> <p>Cause - A lack of response and/or investment and/or pro-active property improvement from private sector owners/managers in response to changes in fire safety standards for tall residential buildings. Limited local government enforcement powers. Length of time for buildings to be remediated.</p> <p>Consequence - Potential harm to residents, disruption of council service if required to rehouse tenants in the event of significant fire. Reputational risk although primary legal duty is with private building owners/managers.</p> <p>Risk Update – The Fire Safety Act came into force in April 2022. The gateway of the new building safety regime has started so building control and planning are now ensuring that all relevant new builds will meet the higher fire standards. The External Wall Survey is mostly complete (however newly built properties are added to the scope of the survey on a rolling basis, until the government finalise a cut-off date for the survey work). The survey results show that circa 30% of privately owned rented properties in Camden will require remedial work to improve fire safety, however the dangerous ACM has been dealt with and removed in larger blocks, remaining ACM is being dealt with as we go forward. The overall number of dangerous properties have increased, this is partly due to the increasing number of intrusive surveys which are now being undertaken.</p>			<p>Current Score: L:3 I:3</p> <p>Target Score: L:3 I:3</p> <p>Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> 1. We are working with the London Fire Brigade (LFB), to address the residential high and medium rise buildings with the highest risks. These are being monitored closely and Housing Act enforcement notices have been served, as applicable. 2. External Wall Fire Safety Remediation work continues at several properties across the Borough. 3. Move to evacuation policies in some flats, alarm systems now in place. 4. Housing Act 2004 Duties – enforcement action ongoing. 5. High risk mid-rise properties are being inspected as part of the Councils duties under the Housing Act 2004. 		
Action	Expected impact	Resources required	Owner	Due Date	Status	
Monitor the development of the Fire Safety Act and Building Safety Act reforms. Continue appropriate enforcement action.	Inform service planning moving forward	Staff time	G Marston	Ongoing	In progress	
Monitor MHCLG guidance and future directions	Inform service planning moving forward	Staff time	G Marston	Ongoing	In progress	

Risk Information Risk Title – Contract Management		Risk Scores	Existing Controls		
<p>Risk - Contractors may fail to fulfil their contractual obligations within the agreed scope, quality and timeframes.</p> <p>Cause - The Council does not have a consistent approach to anticipating contractor failure, managing scope creep and pricing. Officers varying scope outside of contract agreement.</p> <p>Consequence - Detrimental outcome for the service user and a financial impact on the Council.</p> <p>Risk Update – A revised contract management guide was launched in early 2022 which addressed internal audit recommendations on contract management. A new corporate training module for contract managers is being developed in collaboration with learning and development colleagues. The new training course is expected to be in place in mid-2023. The procurement team continues to support contract managers with bespoke training and guidance on specific issues.</p> <p>We continue to monitor supply chain issues and materials/good impact with suppliers. The team is in conversation with contract managers to ensure robust supply chain management and that contingency plans are in place in the event of supplier failure. Contract managers are responsible for timely escalation of supply chain issues to DMTs and Executive Directors. As a result of the pandemic, contract managers have developed close working relationships with suppliers and is in a good place to proactively address any issues.</p> <p>The new regulations relating to contract management and procurement is expected to be published in 2023 and preparations are being made to respond once the details are known.</p>		<p>Current Score: L:3 I:3</p> <p>Target Score: L:2 I:3</p> <p>Gap to target: L: 1 I: 0</p>	<ol style="list-style-type: none"> Each Directorate owns their individual contracts and should monitor the risks for the contracts, with support from procurement as and when required. Contract Management guidelines are published on Essentials Training and support provided to contract managers and teams 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Engage with contract managers to raise awareness of their responsibilities in relation to supply chain monitoring and management	Reduce Likelihood	Staff	J Rowney	Ongoing	In progress
Develop and launch new training module on contract management	Reduce Likelihood	Staff/L&D	J Rowney	Summer 2023	In progress

Risk Information Risk Title - Housing Delivery		Risk Scores	Existing Controls		
<p>Risk - The Council does not meet overall housing targets as outlined in the Housing Delivery Test</p> <p>Cause - Housing Market turbulence and/or slowdown in the housing market impacting developers (including private developers, housing associations). Targets are challenging, with Camden's annual housing delivery only once exceeding the current target.</p> <p>Consequence - Potential financial implications for the Council. Potential reduction in the control of our planning decisions and a potential increase in penalties for not meeting the Housing Delivery Test target.</p> <p>Risk Update - Housing Delivery Test figures for 20/21 showed that Camden is below target (79%) and it is expected that housing delivery figures for 2021/22 will show that delivery again is below target level. Under HDT rules the Council will therefore need to prepare an action plan and demonstrate a 20% buffer on our 5-year housing land supply. As we are not able to demonstrate this we therefore need to consider planning applications under the 'presumption in favour of sustainable development', which provides greater weight to granting permission for schemes providing new homes. Housing delivery targets have increased over time and meeting them is a challenge for many London boroughs. It is possible that the government's approach to housing targets may change with a new Prime Minister and housing secretary.</p>		<p>Current Score: L:4 I:2</p> <p>Target Score: L:3 I:2</p> <p>Gap to target: L:1 I:0</p>	<ol style="list-style-type: none"> 1. Local Plan 2. Planning frameworks (consulting and adopting for each growth area) 3. Intelligence gathering and frequent communications with key development partners to understand current issues. 4. Housing Delivery Action Plan produced in 2020 and updated in 2021 and 2022 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Monitor government position on targets	Reduce likelihood	Staff	G Marston	Ongoing	In Progress
Deliver Housing Delivery Action Plan	Reduce likelihood	Staff	G Marston	Ongoing	In Progress
Review of housing and other planning policies in the Camden Local Plan and preparation of a Site Allocations Local Plan identifying sites for housing provision across the borough	Reduce likelihood	Staff	G Marston	Ongoing	In Progress

Risk Information		Risk Scores	Existing Controls		
Risk title – Delivering Zero Carbon Target Risk - The Council does not reduce carbon emissions to zero in response to the climate emergency. Cause - Lack of supportive national policy and funding for decarbonisation. Resource and/or funding constraints to deliver the Climate action plan, complexity of the challenge (including the large number of stakeholders, over 65% of borough emission stem from the commercial and industrial sector in Camden, required levels of funding and the lack of national policy support). Consequence - Reputational risk of failing to meet zero carbon target. Unsatisfactory level of carbon emissions, poor air quality, failure to meet needs of or make required adaptations for residents (e.g. flood risk and ensuring support for vulnerable residents) impacting on residents' health and wellbeing. <i>Note: The Council does not control all carbon emissions across the borough. The majority stem from the commercial and industrial sector. The cost of achieving a net zero carbon Camden far exceeds Council budgets with latest studies suggesting that the additional cost exceeds £10bn to get to an approximate 95% reduction.</i> Risk Update – The first Annual Review of the Climate Action Plan was published in November 2021. The Plan describes the work the Council is doing to support the borough move to a zero carbon Camden. The Annual Review shows good progress. The Council has secured approximately £4m to support the key retrofit programme and has raised a further £1m through the Climate Municipal Investment. A new Flood Risk Management Strategy is currently out for public consultation. A new Climate Resilience Officer has been appointed to help build the Council's adaptive capacity to climate risks such as flooding and heatwaves.		Current Score: L:4 I:2 Target Score: L:3 I:2 Gap to target: L:1 I:0	<ol style="list-style-type: none"> 1. The Citizen panel established in 2020 in response to one of the recommendations of the Citizens' Assembly on the Climate crisis oversees progress of the Council's Climate Action Plan 2020-2025. 2. We measure carbon emissions across Camden and for our own estate and operations on an annual basis. Borough emissions data are provided by Government on an annual basis on an 18-month delay. 3. The Climate Action Plan is reviewed quarterly and is governed at a service level through a programme risk register. 4. Annual reviews of the Climate Action Plan are published publicly. The first Annual Review was completed in November 2021. 5. Energy supplies to corporate and schools estate moved to 100% "green" tariffs in October 2020. 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Deliver the adopted Climate Action Plan – improved public information, sustainable transport infrastructure, and the delivery of low carbon energy projects are all priorities over the next 12 months.	Reduce Likelihood	Financial/Staff/IT/Policy	G Marston	January 2023	In progress
Design a retrofit strategy to improve and finance energy efficiency improvements across our Housing estate	Reduce impact	Financial/Staff/External support	G Marston	Ongoing	In progress

Risk Information Risk Title - Equal Pay for Equal Value		Risk Scores	Existing Controls		
<p>Risk - Failure to standardise employment terms across the Council. Cause - Negotiations with staff remaining on the old employment terms and conditions. Consequence - Equal pay claims and accompanying legal costs, reputational damage and workforce disruption. Unable to fulfil values of fairness and quality in Camden plan. Risk Update - Some more recent projects have resulted in more staff moving across to new contracts. We are due to revisit the work needed to move the residual remaining staff over as well as consider further staff groups. In recent years there has been an increased focus on pay equity. We therefore commissioned independent external legal advice earlier this year to review the Camden Pay Scheme and determine whether any elements of the current 'pay policy' are potentially inherently discriminatory. The outcome of this was reassuring with the advisor concluding that 'I am satisfied that there is nothing inherently discriminatory within the Council's pay system.' We are currently undertaking a review of the pay scheme. This includes benchmarking our pay against the market and looking at changes that could be made to ensure the pay scheme meets the changing needs of the Council recognising the challenging economic conditions whilst minimising the potential for inequity to occur.</p>		<p>Current Score: L:2 (-1) I:3 Target Score: L:2 I:2 Gap to target: L:1 I:1</p>	<ol style="list-style-type: none"> 1. We continue to monitor equal pay risk as a result of continuing to have staff on different terms and conditions over an extended period. 2. As organisational change projects arise, we will continue to review opportunities to move any residual staff in scope over to new contracts. 3. We will review options for residual groups. Before further consideration is given to options such as dismissal and re-engagement, we are considering whether it's more appropriate at this stage to consider other staff groups still on the old terms and conditions. 4. Verification of our pay management arrangements and pay benchmarking 5. Robust process for any pay exceptions 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Review options for residual Council staff still on old contracts and resume and conclude projects that will address larger groups.	Reduce likelihood and impact	Financial/Staff/	J Rowney	April 2023	Planned
Undertaking a review of the pay scheme	Reduce Likelihood and impact	Financial/Staff/	J Rowney	April 2023	In Progress

Risk Information Risk Title - Serious Fraudulent Activity		Risk Scores	Existing Controls		
<p>Risk - Serious fraud or corruption Cause - Lack of adequate governance arrangements, including key controls and robust fraud awareness Consequence - Financial and reputational damage Risk Update – The Council continue to take a robust approach to anti-fraud, with timely reactive investigations alongside proactive work. The Anti-Fraud and Investigations Team (AFIT) continue to work with relevant services, providing oversight and control design advice, where needed. The work on the National Fraud Initiative continued throughout Covid-19 and continued in 2021 and 2022. Bi-annual reports are presented to the Audit and Corporate Governance Committee. The level of risks anticipated for fraudulent applications for Covid grants have not materialised based since the last update. The Council also participated in a London-wide proactive Blue Badge enforcement patrol in May 2022.</p>		<p>Current Score: L:2 I:2 Target Score: L:2 I:2 Gap to target: L:0 I:0</p>	<ol style="list-style-type: none"> 1. Fraud risks feed into the annual Internal Audit Plan. Delivery of the Audit Plan ensures that recommendations are made to address control weaknesses. Review of governance arrangements during individual audits routinely include a review of policies and procedures. 2. A mandatory anti-fraud training module is in place. New employees are required to complete the fraud awareness module. Since December 2019, over 4,000 members of staff (existing and new) have completed the Fraud Awareness module. 3. A well-resourced and qualified investigations team is in place, the team pro-actively keep abreast of industry alerts. 4. The Internal Audit team continue to alert AFIT should any potential fraud risks be flagged during audit investigations. 5. Camden has a zero-tolerance approach to fraud which is well publicised. 6. Whistleblowing arrangements are in place. 7. Fraud Awareness Workshops – tailored presentations and practical exercises for identified risk areas or provided on request. 8. A rating system is in place for investigations to risk assess each item. 9. An Anti-Fraud and Corruption Strategy is in place. 10. Regular AFIT (Audit Fraud and Investigation Team) Meetings – review caseloads and lines of enquiry on an ongoing basis. 		
Action	Expected impact	Resources required	Owner	Due Date	Status
Engage in the next round of the National Fraud Initiative commencing in February 2023	Reduce likelihood	Staff	J Rowney	October 2024	Ongoing
A refreshed fraud awareness module will be rolled out to staff in 2023	Reduce likelihood	Staff	J Rowney	June 2023	In progress

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