


| | |
|---|---|
| <p>London Borough of Hammersmith & Fulham</p> <p>AUDIT, PENSIONS AND STANDARDS COMMITTEE</p> <p>23 July 2019</p> |  |
| <p>RISK MANAGEMENT UPDATE</p> | |
| <p>Report of the Director for Audit, Risk, Fraud and Insurance</p> | |
| <p>Open Report</p> | |
| <p>Classification: For review and comment Key Decision: No</p> | |
| <p>Consultation: All service departments were consulted as part of the quarterly review</p> | |
| <p>Wards Affected: None</p> | |
| <p>Accountable Director: David Hughes, Director for Audit, Risk, Fraud and Insurance</p> | |
| <p>Report Author: Michael Sloniowski, Risk Manager</p> | <p>Contact Details: michael.sloniowski@lbhf.gov.uk</p> |

1. EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to provide members of the Audit, Pensions and Standards Committee with an update on risk management within the Council and present them with a revised sovereign strategy and corporate risk register for consideration.

2. RECOMMENDATIONS

The Members of the Audit, Pensions and Standards Committee are requested to:

1. note the contents of this report and the updated sovereign strategy
2. review and consider the contents of the corporate risk register

3. REASONS FOR DECISION

- 3.1. The Accounts and Audit Regulations 2015 states that the Council must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. It is paramount that all risks are

clearly identified, managed and reported through the relevant channel. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. It is essential that managers and their teams manage risks to:

- achieve council priorities to put Residents first – Doing things with residents not to them;
- ensure robust financial management – Being ruthlessly financially efficient;
- protect staff and residents – Creating a compassionate council;
- protect valuable assets – Taking pride in Hammersmith and Fulham; and
- maintain and promote the Council's reputation – Building shared prosperity.

Furthermore, the work of the Council's Policy and Accountability Committees is acknowledged as a robust and additional form of assurance for the management of risk across its services.

4. PROPOSAL AND ISSUES

4.1. Risk management is the application of council strategies, governance, policies and processes to identify and manage risks that are unacceptable to the Council. Managing risk processes effectively enables the Council to safeguard against potential threats and exploit potential opportunities to improve services and provide better value for money for residents, visitors, local businesses and service users.

4.2. The Council's approach to risk management requires Directors, managers and staff, through their Senior Management Teams, to:

- identify risks;
- assess the risk;
- agree and take action to manage the risk; and
- monitor, review and escalate risks.

4.3. This report provides the Committee with an updated sovereign risk management strategy statement, **Appendix 1**, and the updated corporate risk register presenting a suite of 28 corporate risks as reviewed by the Council's Strategic Leadership in July. The full suite of corporate risks is listed in **Appendix 2**.

Risk Management Strategy Statement 2019 2022

4.4. The council has a vision to improve people's lives, and to do this, objectives are set in the business plan that are intended to deliver this vision. It is essential that risks to the Council delivering these objectives are identified, monitored and managed.

- 4.5. The Council's previous risk strategy was developed during a period that covered Shared Services, since this time, there have been legislative and organisational changes and a new sovereign approach has been agreed. It is timely that the corporate risk strategy be revised to support the delivery of the H&F Vision as well as to consider the impact of legislative changes, new threats and opportunities and potential effect of Brexit on the way council supports communities and delivers services. This simplified strategy attached at appendix 1, sets out the Council's aim to embed risk management into the day to day activities that deliver the outcomes of the Council's Vision.
- 4.6. For a number of years, the Council has been working towards a comprehensive and integrated approach to risk management and to further embed this approach the following areas will be focused on where:
- employees are clear about what risk management is intended to achieve;
 - significant risks are being identified, escalated, reported and managed effectively;
 - training and guidance in all forms of risk management are easily accessible;
 - a consistent corporate approach is followed using a common 'risk language'; and
 - it is seen as an integral part of good corporate governance.
- 4.7. The council is accountable to the public for its performance and financial management. This means that the Council naturally has a low appetite for risk, however as austerity continues the Council will need to take carefully considered risks to develop new and innovative ways to deliver services, support communities and ensure the long-term wellbeing of communities is not impaired by decisions made in the short term. This makes good risk management essential.

Corporate risk register

- 4.8. Risks are represented in the following Heat Maps, Chart 1 illustrates the previous position for Quarter 4 for 2018/2019 and Chart 2 illustrates the Quarter 1 position for 2019/2020.

OVERVIEW RISK HEAT MAPS

Chart 1:

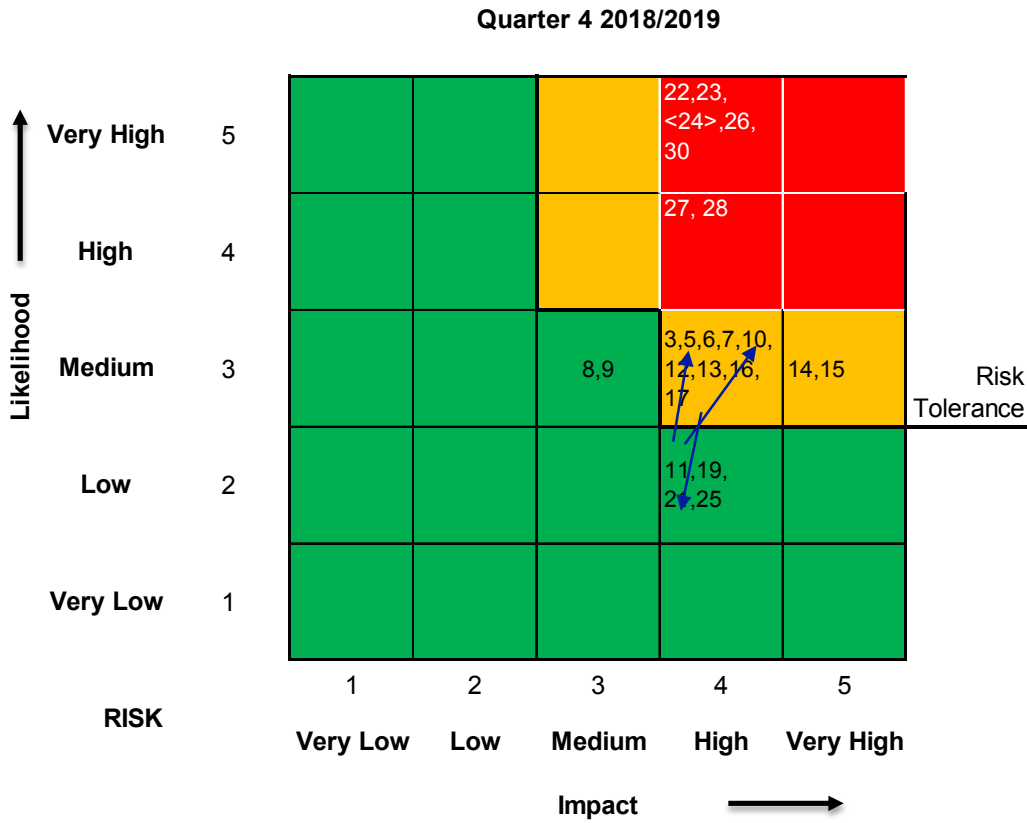
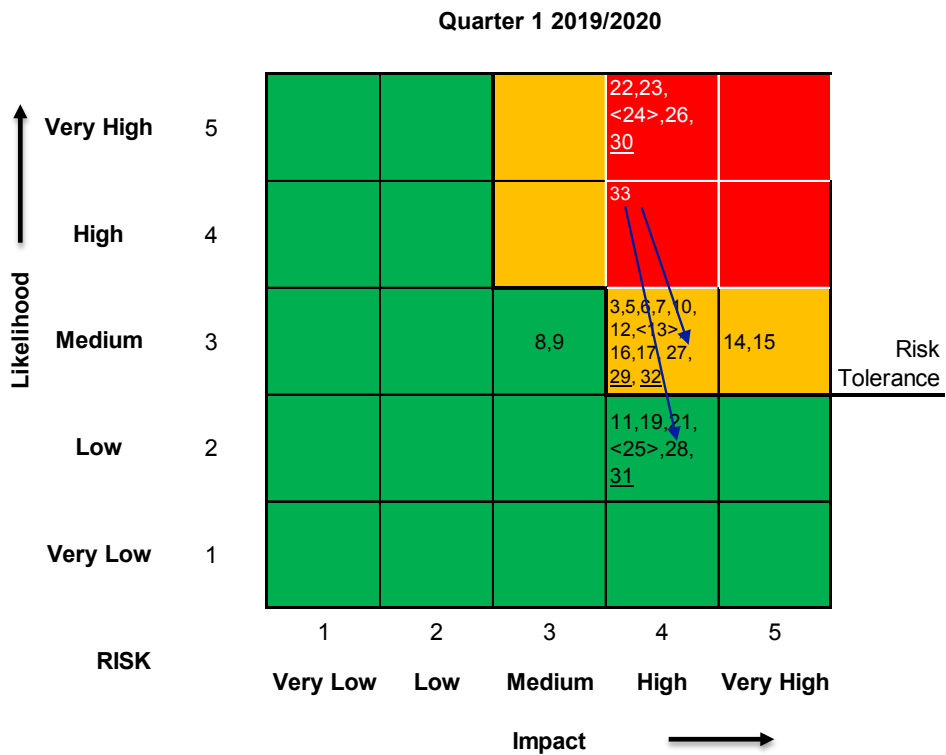


Chart 2:



Proposed to close < >

Closed ()

New _

Summary

- 4.9. There will remain 25 active corporate risks on the register in Q1, including;
- 5 new risks (Risk 29) Management of complaints, (Risk 30) Financial Management in year budget 2019 2020 (Risk 31) Adult Social Care balanced budget pressure in 2019 2020 (Risk 32) Corporate management of health and safety (Risk 33) Hammersmith Bridge, funding from Transport for London.
 - 3 risks are being closed from the previous quarter and include;
 - (Risks 24 and 25) Financial management risks associated with the financial year 2018 2019 and (Risk 13) as this has become part of the business as usual activity.
- 4.10. Movement from Quarter 4 2018/2019 to Quarter 1 2019/2020 is as summarised as follows:
- 7 High Risks at Q4 2018/2019 down to 6 in Q1 2019/2020
 - 11 Medium Risks at Q4 2018/2019 up to at 14 in Q1 2019/2020
 - 6 Low Risks at Q4 2018/2019 up to 8 from Q1 2019/2020
- 4.11. Essentially movement continues to be in a positive (risk is reducing) direction and, as confirmed at the last Audit, Pensions and Standards Committee meeting, a risk narrative of the principal movements on risks is noted for assistance below:

Risk Narrative

- 4.12. Heat Maps, (see Charts 1 and 2) show the direction of travel for all corporate risks, which are expected, over time and through the implementation of appropriate mitigating actions, to come within risk appetite (or tolerance).

New risks created for Q1 are:

- (Risk 29) Management of complaints, requests for information, members enquiries, added at the request of the Council's Strategic Leadership Team.
- (Risk 30) Financial Management in year budget 2019/2020 and Medium-Term Planning, and;
- (Risk 31) Adult Social Care balanced budget pressure in 2019/2020 and over the medium term, both included for this year's financial challenges.
- (Risk 32) Corporate management of Health and Safety. This risk has been separated out from the Statutory Duty (Risk 7) for closer monitoring by the newly appointed Head of Corporate Health and Safety.
- (Risk 33) Hammersmith Bridge repairs, funding from Transport of London.

- 4.13. It is also proposed to close the following risk as this has now being integrated into business as usual activity.
- (Risk 13) Managed Services (Existing Human Resources and Financial Transactional Service).
- 4.14. With the Council's accounts for 2018/19 now closed and subject to audit the following risks are also closed. The outcome of the audit will be reported to the July Audit, Pensions and Standards Committee.
- (Risk 24) Financial Management in year budget 2018/2019 and Medium-Term Planning.
 - (Risk 25) Adult Social Care balanced budget pressure in 2018/2019 and over the medium term.
- 4.15. All Corporate risks continue to be reviewed and, in this period, were subject to more stringent internal Officer challenge in accordance with the Being Ruthlessly Financially Efficient Priority, enhanced Programme Management and Governance and strategic leadership from the Chief Executive and Strategic Leadership Team. Hence some further downward movement (trend) from Q4 at the end of 2018 2019 to Q1 2019 2020. This, along with a range of management actions implemented, has resulted in an improved outlook from Q4 to Q1 for 2 Risks (Risks 27 and 28).
- 4.16. Additional mitigations are also expected to influence positive movement in the next period for:
- **Risk 3: Commercial & Procurement.** Work is progressing in support of the objectives stated in the Council's Ruthlessly Financially Efficient Action Plan including forward planning of procurement activity, checking expiry dates for existing contracts, cross-service contracts reviews and commercial and contract managers training. Additional activity undertaken includes, continuing to improve the content on the Council's contracts register. Training for the Council's contract managers has taken place through March into July covering such areas as insurance indemnities, legal and contract risk, fraud, Information technology, key performance indicators, TUPE and risk in the supply chain. This has been well attended, 166 officers to date, with the offer being made in through the IBC Learning Zone. Additionally, sessions have been provided through the Social Value commitment from current suppliers, Mazars, Sharpe Pritchard and Protector Insurance.
 - **Risk 6: Information Management, digital continuity and regulations, legislation and compliance.** The Statutory Officers Accountability Board in June 2019 considered a report setting out performance and inappropriate disclosures in respect of handling personal data for LBHF residents and agreed to a proposal that a joint programme be trialled in Children's Services which would involve the Children's Services staff, management, Information Strategy and Internal Audit and Risk Management. The activities and timescales for the programme of work,

would then be used as a base for carrying out similar programmes in other Council directorates.

As an additional measure an all-council briefing regarding keeping data safe via email was cascaded in February 2019 to staff. This was received positively. However, while incidents reported by Children's Services have reduced, email and human error remains a risk to protecting our residents' data.

Members of the Children's Services management team completed a 'Protecting Residents Data' survey which highlighted areas on which future workshop activity will be focused. Additional drop-in sessions were being booked to ensure the widest management representation is captured. Children's Services and Adult's Social Care management have agreed to have all their data classified as 'sensitive' in the migration to SharePoint. This further mitigates the risk of inappropriate sharing of resident information by means other than email. Additionally, a new Caldicott Support Manager has been recruited within Children's Services to provide additional face-to-face training, support, and guidance on information security.

- **Risk 11: Decision making and Corporate Governance.** Additional work to review the Council's procurement regulations (Contract Standing Orders) is nearing completion, with input from the Council's Legal Services Team. Improved governance in reporting has also been driven partly by the increased scrutiny of report content and implications resulting from the Ruthlessly Financially Efficient priority.
- **Risk 14: Compliance with statutory duties.** As recently reported to the June 2019 meeting of the Economy, Housing and the Arts, Policy and Accountability Committee a range of measure has been implemented that includes assurance through;

Specialised teams with fire and associated systems expertise to undertake fire risk assessment, fire incident investigation, training, fire engineering solution, testing and maintenance and to deliver an extensive work programme of fire safety capital works. The newly formed H&F Maintenance which began operating on the 17th April 2019 has a bespoke team dedicated to undertaking fire safety works. The team will deliver a programme over 36 months of fire detection upgrade to over 1,000 converted street properties and undertake compartmentation and firestopping identified in fire risk assessment. Works will be quality checked by qualified in-house staff and third-party accredited organisations. The team also undertakes works identified through the proactive fire safety plus visit, over 1,000 to date, such as upgrading internal kitchen doors. As part of the Fire Safety Plus commitment an extensive fire door enhancement programme has been commissioned, and two contractors will start to deliver from Autumn over 4,000 doors to blocks of 10 or more storeys, sheltered homes, hostels and premises identified through fire risk assessment.

Four separate contractors for asbestos consultancy, display energy certificates, water risk assessments contracts have been selected and let to cover the maintenance and repairs which were previously undertaken under the TFM contract in all categories of corporately managed buildings. The contractors' systems for safe working and associate training regimes / tradespersons qualifications have been reviewed in line by the in-house FM Service with both legislative and good industry practice to ensure conformity. This form of contract allows the Council to appraise the contractors efficiently, whilst providing the flexibility of employing competent contractors with a single communication channel. This will provide the speed of response which is necessary for this type of work, whilst providing economy of scale in pricing of works and ensure effective spend of funding.

- **Risk 23: High needs budget pressure in the Direct school block.** The Corporate Revenue Outturn July 2019 report to Cabinet for the period 2018/ 2019 noted that the Dedicated Schools Grant (DSG) High Needs Block funding has come under increased pressure in recent years across the country, and the Council had a cumulative overspend at the start of the year due to insufficient government funding. An earmarked reserve has been set aside to offset the deficit. Officers are working to reduce this overspend and modelling forecasts a decrease in the in-year overspend in 2019/20. At the same time, representations are being made to Government to demonstrate how they are underfunding the High Needs Block.
- **Risk 26: The likelihood of a 'No-deal Brexit' Risk remains the same.** Each Service was requested to monitor and note council activity that may have increased leading into the initial Brexit period and subsequent extensions. All services entered into conversations with their critical suppliers to ascertain their preparedness. The Council's Service Resilience Group completed reviews of existing Service Continuity Plans and completed Brexit Plan appendices to the main plan. Liaison with the Metropolitan Police took place on a fortnightly basis with the Public Disorder Division. The Business Continuity Manager continues to actively monitor the situation.

Reduced Risks in Quarter 1:

4.17. This, along with a range of management actions implemented, has resulted in an improved outlook from Q4 to Q1 for 2 Risks (Risks 27 and 28).

- **Risk 27: Digital Accessibility.** The EU Web Accessibility Directive is a radical overhaul of the structure and content of public bodies websites and mobile apps that will transform the way 13 million disabled people in Britain access the Internet. It requires 'that public sector bodies take the necessary measures to make their websites and mobile applications more accessible by making them perceivable, operable, understandable and robust.' The web team have been working to establish which of the Council's digital services are in scope of the regulations and are engaging

with council services and suppliers about this to get the sites audited and fixed.

- **Risk 28: Mosaic/Business Objects.** A mitigation plan was swiftly developed to minimise the risk to which the Council may have been exposed to associated with the failure of the management information reporting systems for Children's Services Social Care. The management reporting system is a part of a management control system that provides business information. This information can be in the form of reports and/or statements. The system is designed to assist members of the management team and staff by providing timely and pertinent information. The plan has been monitored periodically by Business Intelligence staff in the Public Services Reform department and resources allocated and deployed promptly in response.

5. CONSULTATION

- 5.1. Consultation has taken place with the Strategic Leadership Team, Service Department Risk Representatives and Subject Matter Experts in Business Continuity, Insurances, Health and Safety, Commercial and Procurement, Internal Audit and Information Management.

6. EQUALITY IMPLICATIONS

- 6.1. There are no direct Equality implications associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.
- 6.2. Equality implications verified by Fawad Bhatti, Policy and Strategy.

7. LEGAL IMPLICATIONS

- 7.1. There are no direct Legal implications associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.
- 7.2. Legal implications verified by: Rhian Davies, Assistant Director, Legal and Democratic Services.

8. FINANCIAL IMPLICATIONS

- 8.1. There are no direct Finance implications associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.
- 8.2. Financial implications verified by: Emily Hill, Assistant Director, Corporate Finance.

9. IMPLICATIONS FOR BUSINESS

- 9.1. There are no direct implications for business associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.

9.2. Business implications verified by: Albená Karameros, The Economy Department.

10. COMMERCIAL IMPLICATIONS

10.1. There are no direct procurement implications for business associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.

10.2. Commercial implications completed by: Joanna Angelides, Procurement Consultant.

11. IT IMPLICATIONS

11.1. There are no direct implications for Information Technology associated with the presentation of Risk Registers to the Audit, Pensions and Standards Committee.

11.2. IT implications verified by: Karen Barry, Strategic Relationship Manager.

12. OTHER IMPLICATION PARAGRAPHS

12.1. A list of Corporate Risks is required in the narrative of the Council's Statement of Accounts. Risk Management is a statutory responsibility under the Accounts and Audit Regulations 2015. A relevant authority, the Council, must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk.

12.2. Implications completed by Michael Sloniowski, Risk Manager.

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

| No. | Description of Background Papers | Name of responsible officer | Department/ Location |
|------------|---|------------------------------------|---|
| | Risk registers | Michael Sloniowski, Risk Manager | Internal Audit, Risk, Fraud and Insurance |

LIST OF APPENDICES

Appendix 1 – Risk management strategy 2019 2022

Appendix 2 – List of Corporate risks

Risk Management Strategy Statement 2019 – 2021. Inspiring Improvement.

Appendix 1

PURPOSE

To realise opportunities and manage risk effectively for residents, borough businesses, people who work in our borough, visitors and the environment.

VISION

A risk culture that supports Our Vision, to be the Best Council.

VALUES

To embed the identification and management of risk to support the achievement of the Council's Priorities by developing a risk culture that;

- uses risk management as an enabler to take challenges which are well managed;
- takes responsibility and ownership for decisions based on risk;
- promotes trust and confidence.

Context

The demand for council services continues to grow while financial resources are decreasing. Effective risk management is an integral part of ensuring the continued delivery of our services and providing organisational resilience during major change and transformation.

This Risk Management Strategy supports the achievement of our key priorities, goals and service delivery to residents. It is supplemented by our risk management plan that sets out our key risk actions for the coming year.

INTEGRATED APPROACH:

Risks are continually discussed and considered in the context of financial and performance management.

RISK PROCESS:

We have a consistent, iterative process of risk identification, risk assessment, risk monitoring and reporting.

GOVERNANCE:

Risk management roles and responsibilities are clearly defined and regularly reviewed.

Our strategic approach to risk management

1. Principles

Our approach to risk management is built on the following principles:

- It is dynamic, iterative and reacts to change
- It is open, transparent and consistently applied
- It provides risk information that objectively informs decision making and creates value
- It is integrated into our processes and aligns with our objectives
- It ensures lessons are learnt and actions for improvement are identified and implemented

2. Benefits

Through our risk management approach, the following benefits are realised:

- Enhanced organisational resilience through facilitating continuous improvement and innovation
- Residents confidence and trust
- Flexibility to positively respond to new and continued pressures and challenges
- Strengthened governance to enable informed decision making
- Proactive and balanced management of risk and opportunities

3. Realisation

Realisation of the principles and benefits will be achieved through:

- Strong risk leadership that ensures the effective operation of the Council's risk approach and arrangements
- Consistent compliance with the risk strategy and framework
- Staff and members being equipped to work with and support the risk culture
- Clear communication of the Council's risk approach to our stakeholders
- Strong and transparent risk governance arrangements, including reporting and escalation of risk.

Appendix 2, List of Corporate risks at Q4 2018/19

| Priority | Risk | No. | Likelihood | Impact | Likelihood | Impact | Movement | Exposure | Officer |
|--|---|-----|------------|----------|------------|----------|---|----------|---------|
| | | | Q4 18/19 | Q4 18/19 | Q1 19/20 | Q1 19/20 | | | |
| Being ruthlessly financially efficient | Commercial contract management and procurement risks, rules, outcomes, social value, management. | 3 | 3 | 4 | 3 | 4 | Stable, and the direction of travel is improving. Work continues in support of the Ruthlessly Financially Efficient Action Plan. Commercial training has been undertaken with more planned. Contract management and social value reports have both been prepared and presented to Business Delivery Team. Additional learning and development sessions for the community of contract managers has been delivered. Posts for the Head of Contracts and Commercial Sales have been advertised and interviews are being held. | M | HJ |
| Being ruthlessly financially efficient | Business resilience risks, systems, processes, resources, IT and preparation for accommodation moves. | 5 | 3 | 4 | 3 | 4 | Stable. A new Chief Officer for Safer Neighbourhoods is in post. The Internal Audit of the Business Continuity systems and processes across the departments was recently completed and the service attained a satisfactory level of assurance for the current arrangements. Work will begin to move to a new IT based platform for future planning, assessment and scenario/exercise needs. The outcome of the recent Emergency Planning audit resulted in a substantial assurance following review. | M | SL |
| Being ruthlessly financially efficient | Information management and digital continuity, regulations, legislation and compliance. | 6 | 3 | 4 | 3 | 4 | Stable and the direction of travel is improving. Additional mitigations delivered updating the scheme of delegation to include Information Asset ownership and ensuring PSN compliance by conducting a health check. Roll out of laptops under the TECHTONIC Programme includes staff re-signing of a Personal Commitment Statement. 'Protecting Residents Data' a project with Children's Services. Management questionnaire defined, timeline agreed and is in progress. A plan has been agreed by the Strategic Leadership Team to manage and reduce Information in the off-site records storage facility. | M | VB |
| Creating a compassionate council | Managing statutory duties, equalities, human rights, duty of care regulations, highways. * Health and Safety moved to new Risk 32 | 7 | 3* | 4 | 3 | 4 | Stable* at risk of increasing if a bad Brexit or No deal is reached as there may be changes to the regulatory environment. | M | SL/HJ |
| Creating a compassionate council | Standards and delivery of care, protection of children and adults. | 8 | 3 | 3 | 3 | 3 | Stable | L | LR/SM |

Appendix 1, List of Corporate risks

| | | | | | | | | | |
|--|---|----|---|---|---|---|---|---|-------|
| Creating a compassionate council | Failure of partnerships and major contracts (Commercial Providers, Family Support Service, New Housing, FM and School related contractors and suppliers, IBC) | 9 | 3 | 3 | 3 | 3 | Stable. A managed ending of FM and Housing Repairs and Maintenance Contracts has taken place with improved resilience and a blend of in-house and contracted services. Outcomes of a review of the Family Support Service are being considered by SLT and Moving On 2 is being implemented. Work continues over future models for providing FM functions in H&F corporate properties. Termination of the previous Amey contract has enabled remodelling of FM to deliver a combination of in-house contract managed hard FM and direct labour for soft FM functions. Corporate H&S continues to work closely with colleagues in Commercial Management and Corporate Property Services providing competent advice and operational support whilst future resource requirements are considered as part of the remodelling of FM functions. | L | SLT |
| Creating a compassionate council | Increase in complexity of working with Health partners. | 10 | 3 | 4 | 3 | 4 | Stable - H&F CCG must deliver £300m savings in 19/20, Financial Recovery Plan and Planning. | M | LR |
| All Council Priorities | Decision making and maintaining reputation and service standards. Good Governance, conduct, external inspections. | 11 | 2 | 4 | 2 | 4 | Stable. The new Corporate Induction for Managers has commenced with further sessions planned. Decision Making Training completed, Positive Ofsted Outcomes - quality of support for care leavers, Complaints and Ombudsman's reviews have been separated out and a new risk created for monitoring improvements, Programme Management, Review of Contract Standing Orders and Code of Conduct, Local Code of Corporate Governance Drafted and Draft Annual Governance Statement 2019 2020 approved by Cabinet Member for Finance and Commercial Services and Strategic Leadership Team. | L | HJ/RD |
| Being ruthlessly financially efficient | Failure to identify and address internal and external fraud. | 12 | 3 | 4 | 3 | 4 | Stable. Policies reviewed and approved at Audit Pension and Standards Committee. A refresh of the bribery risk assessment is being undertaken. New Fraud Awareness training is available on the Learning Platform and delivered to the Contract Managers Forum. End of Year report to Strategic Leadership Team and Audit Pensions and Standards Committee. | M | HJ/DH |
| Being ruthlessly financially efficient | Managed Services (Existing Human Resources and Financial Transactional Service) | 13 | 3 | 4 | | | Proposed to close as now becoming business as usual. Improved as former contract ends and the new IBC Managed Service is bedding down. | L | HJ/DA |
| Doing things with, not to residents | Compliance with the statutory duties to undertake inspection regimes covering Management of Asbestos, Electrical Testing, Fire Risk, Plant and Equipment, Water/Legionella. | 14 | 3 | 5 | 3 | 5 | Stable, a fire safety update was provided to the June meeting of the Economy, Housing and the Arts Policy and Accountability Committee indicating a range of measures implemented in accordance with the Fire Safety Plus objective. New contracts are being let by the now in-house FM Service to cover the non-housing assets. | M | HJ/JR |

Appendix 1, List of Corporate risks

| | | | | | | | | | |
|-------------------------------------|--|----|---|---|---|---|--|---|-----|
| Doing things with, not to residents | Co-ordination and response to calls on the Council for Mutual Aid in a crisis | 15 | 3 | 5 | 3 | 5 | Stable, the Council recently participated in a simulation across London known as the Safer City exercise. | M | SL |
| All Council Priorities | Change Readiness e.g. Agile Working, TechTonic, New systems. | 16 | 3 | 4 | 3 | 4 | Programme management and reporting, some new systems are operating now as business as usual. Reviews conducted at Major Programmes Board and dashboard reporting to Strategic Leadership Team. Techtonic recently reviewed at Finance, Commercial Revenue and Contracts, Policy and Accountability Committee. | M | DA |
| All Council Priorities | Challenges in Recruitment and retention. | 17 | 3 | 4 | 3 | 4 | Stable. People Strategy covers the longer-term approach to the recruitment and retention of staff, including creating attractive workplaces, Agile Working, and developing our own. Agency Reduction programme and improvement of recruitment process, employee experience within the People Strategy. Potential changes in the external labour market that could impact of supply and competitive pay levels e.g. Brexit. | M | SLT |
| Doing things with, not to residents | Coroner's Office (The Council Acts as a Lead for Services to other Local Authorities, West London Coroner's Service). | 19 | 2 | 4 | 2 | 4 | Stable. A key part of the improvement plan was to procure a new case management system, this is now being implemented. | L | RD |
| Doing things with, not to residents | King Street Regeneration Programme | 21 | 2 | 4 | 2 | 4 | Stable. WKSR programme board and highlight report reviewed at Programme Management Board overall is reported as Green. Some dependency risk is noted here for ICT infrastructure requirements, which are dependent upon third parties, to deliver appropriate ICT cabling to allow full connections to be present within the decant spaces at Clockworks and Shortlands Buildings. There is some risk that macroeconomic forces (e.g. Brexit) have a detrimental effect on the supply chain, construction workforce, interest rates, borrowing and inflation, CIL income or rate of sales. June update to Finance, Commercial Revenue and Contracts Policy and Accountability Committee. | L | JR |
| Creating a compassionate council | Children's services placements. Increase in the number of looked after children in the last 3 years creates budget pressures as the budget is not based on head count. | 22 | 5 | 4 | 5 | 4 | Stable risk assessed. As with other London Boroughs, we are seeing a rise in demand from adolescents at risk due to knife crime, child sexual exploitation and children being used for drug trafficking (County lines). Work continues to ensure that the forecast is robust, and that young people are placed in the most appropriate placement for their need. | H | SM |

Appendix 1, List of Corporate risks

| | | | | | | | | | |
|--|---|----|---|---|---|---|--|---|-----|
| Creating a compassionate council | High needs budget pressure in the Direct school block. | 23 | 5 | 4 | 5 | 4 | As above (R22) Stable. Corporate Revenue Outturn 2018 2019 - Dedicated Schools Grant (DSG) High Needs Block funding has come under increased pressure in recent years across the country, and the Council had a cumulative overspend of £7m at the start of the year due to insufficient government funding. An earmarked reserve has been set aside to offset the deficit. Officers are working to reduce this overspend and modelling forecasts a decrease in the in-year overspend to £4.5m in 2019/20. At the same time, representations are being made to Government to demonstrate how they are underfunding the High Needs Block. | H | SM |
| Being ruthlessly financially efficient | Financial Management in year budget 2018/2019 and Medium-Term Planning. | 24 | 5 | 4 | | | Proposed to close. Corporate Revenue Outturn 2018/2019 report to Cabinet 01 July 2019. The Councils' accounts for 2018/19 are closed and subject to an audit. The statutory deadline for closure was 31 May with external audit complete by 31 July. The outcome of the audit will be reported to the July Audit Committee. | M | HJ |
| Being ruthlessly financially efficient | Adult Social Care balanced budget pressure in 2018/2019 and over the medium term. | 25 | 2 | 4 | | | Proposed to close. | L | LR |
| All Council Priorities | Impact of a 'no-deal' Brexit (Workforce, Housing, Contracts, Residents, Finances) | 26 | 5 | 4 | 5 | 4 | Stable. Brexit briefing notes, Service resilience group meetings and refreshing business continuity plans. | H | SLT |
| Doing things with not to residents | Digital Accessibility, public sector websites and apps will have to meet minimum accessibility standards. Just as all government buildings must legally be accessible to all who wish to access them, so too must their digital gateways. | 27 | 4 | 4 | 3 | 4 | The web team have been working to establish which of the Council's digital services are in scope of the regulations and are engaging with council services and suppliers about this to get the sites audited and fixed. | M | LR |
| All Council Priorities | Failure of the Management Information reporting systems for CHS | 28 | 3 | 4 | 2 | 4 | Improved. Review undertaken, and immediate risk is now considered low following mitigation; Independent review of the short- and long-term services reporting, development of live reporting dashboards that monitor performance and data quality, temporary data entry resource used to support and improve data entry. Additional mitigation strategies underway in CHS include, data cleansing in MOSAIC, introducing a new data quality review and data entry accountability. | L | JS |
| All Council Priorities | Management of complaints, requests for information, members enquiries | 29 | | | 4 | 4 | New. Risk proposed for inclusion by Strategic Leadership Team. | H | SLT |
| Being ruthlessly financially efficient | Financial Management in year budget 2019/2020 and Medium-Term Planning. | 30 | | | 5 | 4 | New. Ruthlessly Financially Efficient Action Plan. Zero Based Budgeting. New IBC Managed Service controls. | H | HJ |
| Being ruthlessly financially efficient | Adult Social Care balanced budget pressure in 2019/2020 and over the medium term. | 31 | | | 2 | 4 | New, The Strategic Director has a monthly budget monitoring board meeting which will monitor each savings programme and identify compensating actions for potential non-delivery of savings. | L | LR |

Appendix 1, List of Corporate risks

| | | | | | | | | | |
|------------------------------------|---|----|--|--|---|---|--|---|----|
| All Council Priorities | Corporate management of Health and Safety | 32 | | | 3 | 4 | New, A new Head of Corporate Health and Safety has been appointed and has started. An update on previous activity has been provided in summary to the Strategic Leadership Team at the July meeting with an outline vision. A more comprehensive review and statement will be provided to the Audit Pensions and Standards Committee in September 19. | M | HJ |
| Doing things with not to residents | Transport for London funding for renovation of the Hammersmith Bridge and the consequence of delays impacting on our residents, businesses, visitors and users. | 33 | | | 4 | 4 | New. A team of 18 world-class specialist engineers from both TfL and H&F Council are currently undertaking the most comprehensive engineering review the bridge has ever seen. There have been emergency service contingency plans in place before the bridge was closed. Hammersmith & Fulham Council is in regular dialogue with all emergency service providers. Pedestrians and cyclists are still able to cross. Diversions are in place for motorists and the bus routes which use the bridge. | H | SL |