

London Borough of Hammersmith & Fulham

**AUDIT, PENSIONS AND STANDARDS
COMMITTEE**

24 September 2019



RISK MANAGEMENT UPDATE

Report of the Director for Audit, Risk, Fraud and Insurance

Open Report

Classification: For review and comment
Key Decision: No

Consultation:
All service departments were consulted as part of the quarterly review.

Wards Affected: None

Accountable Director: David Hughes, Director for Audit, Risk, Fraud and Insurance

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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

- 2.1. The Members of the Audit, Pensions and Standards Committee are requested to: -
- a) note the contents of this report and;
 - b) 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 corporate risk register presenting a suite of 25 corporate risks as reviewed by the Council’s Strategic Leadership in September. The full suite of corporate risks is listed in **Appendix 1**.

4.4. 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

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

OVERVIEW RISK HEAT MAPS

Chart 1:

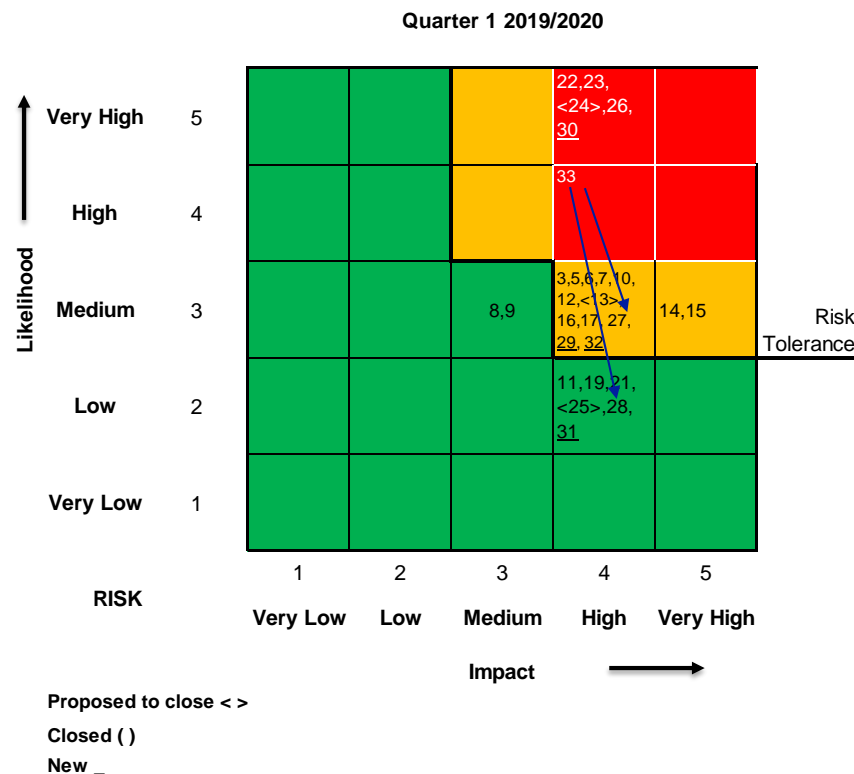
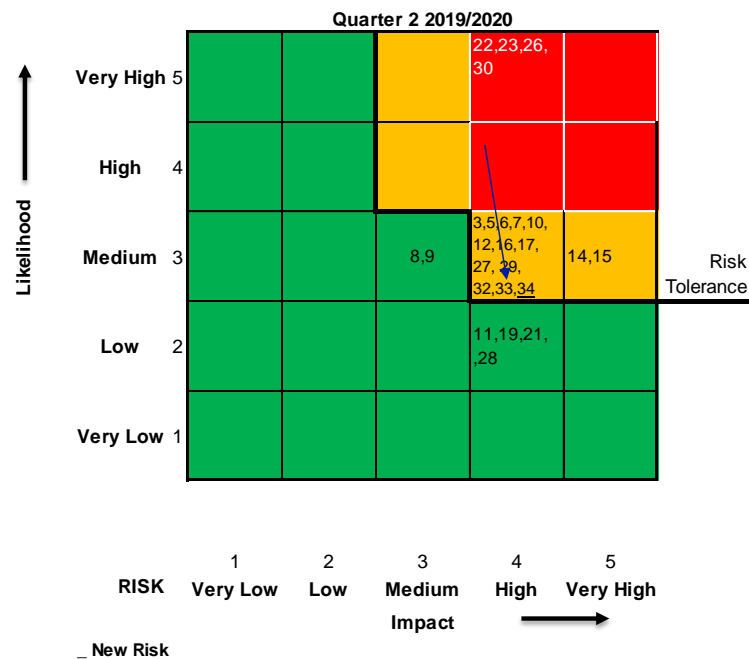


Chart 2:



Summary

4.6. There will remain 25 active corporate risks on the register in Q2, including;

- 1 risk is closed and removed from the previous quarter: risk 31 Adult Social Care balanced budget pressure 2019 2020, as this is being consolidated in risk 30, the wider corporate risk;
- 1 new risk is being added this quarter: risk 34 Preparedness for elections; this could mean venue, technology, people, processes and resources from national government. There is currently a high risk of a General Election being called at relatively short notice in the next few months. In order for a smooth and successful election to take place, it is essential that suitable venues are available for the Acting Returning Officer and staff to carry out various electoral activities, including, but not limited to, the counting of votes, opening of postal votes, secure storage for ballot papers, preparation of polling station equipment and training activities.

4.7. Movement from Quarter 1 2019/2020 to Quarter 2 2019/2020 is therefore summarised as follows:

- 6 High Risks at Q1 2019/2020 down to 4 in Q2 2019/2020
- 14 Medium Risks at Q1 2018/2019 up to 15 in Q2 2019/2020
- 8 Low Risks at Q1 2018/2019 down to 6 at Q2 2019/2020

4.8. Essentially this quarter is broadly a stable position 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

- 4.9. 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).
- 4.10. The following risk has been closed as this has now been integrated into the corporate risk 30, Financial Management of in year budget, where detailed monitoring takes places through the Corporate Revenue Monitor and Strategic Leadership Dashboard reports.
- (Risk 31) Adult Social Care balanced budget pressure in 2019/2020 and over the medium term.
- 4.11. All Corporate risks continue to be reviewed and, in this period, were subject to stringent internal Officer challenge. Risks are aligned to Council Priorities including Being Ruthlessly Financially Efficient. Enhanced focus on risk control, programme management and governance combined with strategic leadership from the Chief Executive and Strategic Leadership Team is expected to result in an improved outlook (trend) in Q3.
- 4.12. The H&F vision also includes being ruthlessly financially efficient. It requires that expenditure must always be evaluated against need and risk and that spend fits the council's priorities; this includes internal challenge on how much needs to be spent to achieve results within agreed budgets.
- 4.13. 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, scrutiny on the use of procurement cards and expenses, Zero Based Budgeting contracts reviews and commercial and contract managers training. Additional activity undertaken includes, continuing to improve the content on the Council's contracts register and closer examination of the Council's spend data. The next training session, business resilience for contract managers, is again being provided through a Social Value commitment by Mazars, the Internal Audit Contractor. The offer is once more being made in through the IBC Learning Zone. A review of the operating model for Commissioning and Procurement activity has begun, led by the Zero-Based Budgeting team.
- In accordance with the Ruthlessly Financially Efficient objectives progress has also been made to further establish a standardised, consistent and pragmatic social value approach in contracts let across the council. The Procurement team recognised the importance of a standardised approach to achieve social value when entering into new contracts. A formalised approach will:
- embed a consistent approach to social value;

- maximise the opportunities to secure additional benefit for the borough through commissioning and procurement activities across all services;
 - enable a standardised approach to evaluating social value and obtaining a monetary figure against the social value delivered;
 - enable the monitoring of the social value delivered through contracts.
- **Risk 5: Business resilience.** Last year the council ran an emergency response 'hackathon' with local community organisations, where it was decided the council needed a space online to work together in the event of an emergency. Which is why a new ground-breaking new community emergency response website has been built and launched. It's a new and forward-thinking collaboration between the council and many businesses and community organisations across H&F, where the council will be able to improve our networks with each other to become even stronger together and more resilient for everyone's benefit. It's a place where communication can take place with each other and is a setting to share vital information before, during and after an emergency event.
 - **Risk 6: Information Management, digital continuity and regulations, legislation and compliance.** The Statutory Officers Accountability Board in September 2019 considered a report setting out performance and inappropriate disclosures in respect of handling personal data for LBHF residents and progress achieved in a joint programme for Children's Services called Protecting Residents Data. There were 8 key recommendations put forward to mitigate against the risks associated with data breaches and to reduce the number of data breaches experienced in LBHF Children's Services. All the recommendations are intended to be practically applied and at the same time have a high impact. The aims were to address 3 key areas:
 - Why protecting data is so important;
 - How best to keep personal data safe;
 - Actions to take in the event of a personal data breach.

Where appropriate, any steps taken in relation to applying the recommendations would be deployed across other 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 15: Co-ordination and response to calls on the Council for Mutual Aid in a crisis.** The Grenfell fire tragedy led to a huge volume of spontaneous donations from the public. Hammersmith & Fulham Council, in response, put an emergency plan in place to speedily manage and distribute donations received in the borough. It was recognised that a plan was needed for the management of donations and volunteers as part of its emergency response plan. In response to this a Donated Goods and Services Management Protocol has been written. The protocol has been prepared drawing on international best practice in this field, including New Zealand's Ministry of Civil Defence & Emergency Management guidance. The protocol has been shared with colleagues across the council via the intranet.
- **Risk 16: Change Readiness (Agile Working, Tectonic, New systems).** Delivery of Tectonic has enabled mobile working from any location a significant efficiency and benefit whereby Officers can work from multiple sites across the civic campus. Over 2500 devices were rolled out that support working across all council sites and remotely within our community. This supports the council's vision of delivering services at the point when they are needed and to help optimise the efficiency, productivity and flexibility of our services. Additionally, in the event of emergency situations Officers are not-desk bound and can log-in to Office 365 or other applications minimising the consequence of a disruption for our Residents. The move to more agile working has maximised the use of our office space across the civic campus. Tectonic supported the council's wider transformation to change organisational culture.
- **Risk 23: High needs budget pressure in the Direct school block.** The Corporate Revenue monitor reported that the Dedicated schools grant (DSG) is paid in support of local authority schools' budgets, being the main source of income for the schools. In common with other London Boroughs, the High Needs Block element has come under increased pressure in supporting children with special educational needs and spend is significantly higher than the funding provided by central government. The cumulative total DSG deficit balance carried forward to 2019/20 was £13.6m with an additional £5.1m deficit now forecast in 2019/20.
- **Risk 26: The likelihood of a 'No-deal Brexit' Risk remains the same.** 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. A further preparedness meeting took place in September chaired by the Chief Executive to review progress against objectives. An additional Brexit briefing note issued has updated Cabinet and the Strategic Leadership Team on the national setting and local implications.
- **Risk 32: Corporate management of Health and Safety.** No enforcement action has been taken against the Council by the HSE in this quarter. A notice of deficiency (NOD) in respect of fire safety was served on a housing premises by the London Fire Brigade during this quarter, while significant remedial actions from a NOD on one of our hostels for the homeless last year were completed in this quarter.

Accident and incident trends are steady in comparison with this quarter last year. There have been three injuries to employees reportable to the HSE in this quarter. Corporate Health and Safety Team are being realigned to consolidate support service within the disaggregated borough. An operational (health and safety) risk register introduced at the end of the first quarter is now establishing itself in this period as an 'at a glance' table of operational safety risks across the authority. The council's revised health and safety policy is in final draft and will go for final consultation in the coming quarter. In summary, we are seeing improvement in oversight and governance, while we remain stable in operational management. Ongoing audits and inspections for the remainder of the financial year have been planned and were agreed at Strategic Leadership Team.

- **Risk 33: Transport for London funding for renovation of the Hammersmith Bridge and the consequence of delays impacting on our residents, businesses, visitors and users.**

As part of the pre-construction works, the council is exploring installing a bailey bridge next to Hammersmith bridge for pedestrians and Cyclists so this would remove them from Hammersmith Bridge and speed up construction time considerably.

The emergency service contingency plans remain in place and sensors are attached to each of the key bridge element with early warning capacity as sensors are monitor the elements for stress on 24/7 basis and officers have email alerts of any issues as they arise with a weekly review summary. Hammersmith & Fulham Council is in regular dialogue with all emergency service providers. Pedestrians and cyclists are still able to cross but that is subject to strict conditions of use and monitoring. These requirements are reviewed on a regularly basis. Diversions are in place for motorists and the bus routes which use the bridge. TfL are monitoring traffic movement and have a mitigation plan for signals to manage peak traffic flows. TfL are now communicating regularly traffic updates for the other local bridges to the council.

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, Information Management and Electoral Services.

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, tel. 020 8753 2206.

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, telephone 07827 663794

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, telephone 020 8753 3145.

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: Alben Karameros, The Economy Department, telephone 07739 316 957

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, telephone 020 8753 2586

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: Veronica Barella, Chief Information Officer, telephone 020 8753 2927.

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.

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name and contact details of responsible officer	Department/ Location
	Risk registers	Michael Sloniowski, Risk Manager, telephone 020 8753 2587	Internal Audit, Risk, Fraud and Insurance

LIST OF APPENDICES

Appendix 1, List of Corporate risks.

Appendix 1, List of Corporate risks at Q2 2019/20

Priority	Risk	No.	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Movement	Exposure	Officer
			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
Being ruthlessly financially efficient	Commercial contract management and procurement risks, rules, outcomes, social value, management.	3	3	4	3	4	3	4	Stable. Work continues in support of the Ruthlessly Financially Efficient Action Plan. Commercial training has been undertaken. Contract management and social value reports have both been prepared and presented to Business Delivery Team and the latter refreshed approach approved at Strategic Leadership Team. Spend data has been assessed and reported to the Council's Finance Board. Additional learning and development sessions for the community of contract managers has been delivered. Zero Based Budgeting are conducting a review of the operating model for Commissioning and Procurement.	M	HJ
Being ruthlessly financially efficient	Business resilience risks, systems, processes, resources, IT and preparation for accommodation moves.	5	3	4	3	4	3	4	Stable. All Service departments were required to review and refresh plans to accommodate recent moves away from the Town Hall and Extension to the new Campus. The Business Continuity Manager has attended 145 King Street Operational Readiness meetings. Where services have not updated continuity plans, they are being followed up with Directors. The Council's August meeting of the Assurance and Risk Officer Group were briefed on the decant and issues arising from Brexit. A dedicated disaster recovery plan for the Mortuary Service is being reviewed and refreshed. Emergency response extranet message board, emergency planning area and network.	M	SL
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation and compliance.	6	3	4	3	4	3	4	Stable. Roll out of laptops under the TECHTONIC Programme has been successfully completed. This included staff re-signing a Personal Commitment Statement. 'Protecting Residents Data' a project with Children's Services has progressed	M	VB

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			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
									and recently reported to the Statutory Accountabilities Officer Board. Management questionnaire defined, timeline agreed and is in progress. Two walkthroughs of the Town Hall and Extension were carried out to make sure paper and digital records were securely removed, destroyed or in the event of digital devices recovered and removed.		
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	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	3	3	Stable. The new Ofsted Education Inspection Framework for September 2019 has been published. As before there is a specific document called 'Inspecting safeguarding in early years, education and skills' and this has also been updated. Changes to the Ofsted requirements will have an impact of workloads specifically in the area of non-regulated settings.	L	LR/SM
	Reliance on external assurance providers and providers to identify and communicate issues arising from inspections e.g. Ofsted and Care Quality Commission								The council is partly reliant on the performance of external bodies, undertaking reviews of establishments and that all issues are communicated to them for action in a timely manner.		

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			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
Creating a compassionate council	<p>Failure of partnerships and major contracts (Commercial Providers, Family Support Service, New Housing, FM and School related contractors and suppliers, IBC)</p> <p>LBHF acting as the lead Authority for the development of the WLA Dynamic Purchasing System for Semi Independent Living accommodation arrangements for Looked After Children and Care leavers 16+</p>	9	3	3	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 (Primary Care Networks, Clinical Commissioning Groups, Federation Board and Integrated Care systems)	10	3	4	3	4	3	4	Stable - H&F CCG must deliver £300m savings in 19/20, Financial Recovery Plan and Planning.	M	LR

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			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
All Council Priorities	Decision making and maintaining reputation and service standards. Good Governance, conduct, external inspections.	11	2	4	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 Annual Governance Statement 2019 2020 approved by Cabinet Member for Finance and Commercial Services, Strategic Leadership Team, Chief Executive and Leader of the Council. The action plan will be monitored by the Assurance and Risk Officer Group at their regular meetings.	L	HJ/RD
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	12	3	4	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
Taking Pride in Hammersmith & Fulham, 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	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
Taking Pride in Hammersmith & Fulham, Doing things with, not to	Co-ordination and response to calls on the Council for Mutual Aid in a	15	3	5	3	5	3	5	Stable, the Council recently participated in a simulation across London known as the Safer City exercise. A Donated Goods and Services Management Protocol has	M	SL

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residents	crisis								been written. The protocol has been prepared drawing on international best practice in this field, including New Zealand's Ministry of Civil Defence & Emergency Management guidance. The protocol has been shared with colleagues across the council via the intranet.		
All Council Priorities	Change Readiness e.g. Agile Working, TechTonic, New systems.	16	3	4	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. Delivery of Techtonic has enabled mobile working from any location, to support the council's vision of delivering services at the point when they are needed and to help optimise the efficiency and flexibility of our services. Techtonic supports the council's wider transformation to change organisational culture	M	DA
All Council Priorities	Challenges in Recruitment and retention.	17	3	4	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. Our People Workforce Strategy.	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	19	2	4	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

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			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
	Coroner's Service).										
Doing things with, not to residents	King Street Civic Campus	21	2	4	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. 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.	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	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
Creating a compassionate council	High needs budget pressure in the Direct school block.	23	5	4	5	4	5	4	The Education and Schools Funding Agency now expect local authorities to prepare deficit recovery plans however given the scale of the challenge, the Council has set aside an earmarked reserve equivalent in value to the DSG deficit in 2018/19. The DSG deficit reserve is used to cover the potential overspend and based on the current in-year forecast may need to be increased during the year by £5.1m, this will be reviewed during the year	H	SM
All Council Priorities	Impact of a 'poor-deal' Brexit (Workforce, Housing, Contracts, Residents, Finances)	26	5	4	5	4	5	4	Stable. The Head of Strategy has issued eight Brexit briefing notes. Two Brexit Service resilience group meetings have taken place. The Ministry of Housing, Communities and Local Government has made available funds amounting to £209,984 for each primary authority to assist in mitigating the negative	H	SLT

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									impacts of Brexit. The allocation of over half of these funds has been agreed by the Cabinet Member for the Economy and the Arts		
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	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	2	4	Further work is underway to continue to strengthen and integrate the CHS performance system within the departments wider quality assurance framework.	L	JS
All Council Priorities	Management of complaints, requests for information, members enquiries	29	New in this period, introduced at Q1		4	4	4	4	Risk proposed for inclusion by Strategic Leadership Team. A new cross-departmental Continuous Learning & Improvement Circle is being established. Terms of reference to be agreed.	H	SLT
Being ruthlessly financially efficient	Financial Management in year budget 2019/2020 and Medium-Term Planning.	30	New in this period, introduced at Q1		5	4	5	4	Ruthlessly Financially Efficient Action Plan. Zero Based Budgeting. New IBC Managed Service controls. Agency Spend Monitoring. Contract reviews, Procurement Card spend reviews, Purchase Order validation and updated communications, Spend data analysis, SLT Dashboard and CRM Monitor. The General Fund forecast outturn net variance is a forecast overspend at £7.412m Month 2. Action plans of £2.116m have been developed and are	H	HJ

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									proposed as partial mitigation against the forecast overspend. If delivered they will reduce the forecast net overspend to £5.296m.		
Being ruthlessly financially efficient	Adult Social Care balanced budget pressure in 2019/2020 and over the medium term.	31	New in this period, introduced at Q1		2	4	2	4	Proposed to close, covered in Corporate Risk Entry 30.	L	LR
All Council Priorities	Corporate management of Health and Safety	32	New in this period, introduced at Q1		3	4	3	4	No HSE enforcement this quarter, although one LFB notice served. 27 actions onto Op Risk Register since Q1 and 18 actions have been closed as completed on target in Q2. This shows an overall level of timely compliance, but services need to be aware that updated information on the management of the risks identified is often as crucial to evidence of our risk management as completion of the action itself. Consolidation of Corp H&S Support Service through realignment of JDs at cost neutral, going to RMB for approval. Revised policy to strengthen H&S management system in final draft.	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	New in this period, introduced at Q1		4	4	3	4	A team of world-class specialist engineers from both TfL, H&F and Bridge Structure Specialist Consultants have completed the feasibility report and that stage of the work has now been completed. We have moved on to concept design phase and this has two key areas of works. The concept design is currently being under taken by Pell Freshman and is in progress with the Concept/Initial Detail Design expected to be completed by end of February 2020. The second key part of work will be the dismantling of the pedestals to expose the deviator	M	SL

Appendix 1, List of Corporate risks

Priority	Risk	No.	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Movement	Exposure	Officer
			Q4 18/19	Q4 18/19	Q1 19/20	Q1 19/20	Q2 19/20	Q2 19/20			
									saddles where the micro cracks are to be found. The budget is in place from TfL with a confirmed £25 million of funding for concept, detail designs, pedestal works and any pre-construction work including sensors and safety requirements. The concept design will continue with undertaking the most comprehensive engineering review including radar scans of the foundations. Once concept design is done then a build and construct contract will be let as the final stage.		
Doing things with not to residents	Preparedness for elections	34					3	4	The team is a highly performing and is well-regarded in London. The principle risk here is responding to a snap (sudden) election and mobilisation following an announcement. The Assistant Director of Legal and Democratic Services, and the Electoral Services Manager are currently investigating and visiting several venues, with a view to creating a list of suitable count venues to contact and book, if available, in the event of a snap election. Provision of large marquee accommodation is also being investigated, as this is a solution that is known to be successfully used elsewhere.	M	RD