

Children's Services Risk/Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
Children's Services						
Travel Care and Support	Expected pressure, based 2019/20 overspend and 9% growth in numbers, exceeds awarded budget growth of £886,000.	483	483	483	483	Options put forward to deliver £129,000 savings. Further options will need to be found to mitigate pressure. Further growth from September 2020 is not included in these figures and will need to be modelled during 2020/21.
Staffing	Current vacancy factor across Children's services which includes Commissioning £264,000 (19% of budget), SEN £236,000 (4.2% of budget), Family Services £137,000 (1% of budget) and Education £40,000 (2.7% of budget).	677	677	677	677	Staffing review to be undertaken.
SEND time limited staff growth	SEND Service Enhancement - Short Term Growth agreed for 3 years in 2018/19 MTFS.	-	290	290	290	
Family Assessments	Spot purchase and contracted Family Assessments costs.	153	153	153	153	Commissioning led review underway to reduce unit cost of assessments.
Commisioned Children and Young Peoples Services	Early years, early help, childrens centres and youth provision.	1,500	1,500	1,500	1,500	Mitigations being developed
Commercialisation of the Haven	Overspend on the Haven due to loss of income.	250	-	-	-	
Legal Costs	Based on 2019/20 forecast.	350	350	350	350	
Children's Services Total		3,413	3,453	3,453	3,453	

Social Care Risks/ Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
Social Care						
All divisions	There is the potential for contract market inflation and wage pressures to be greater than budget provided for.	942	846	846	846	Social Care will set up a task and finish group of staff from within Commissioning and Brokerage to negotiate with providers on the inflationary increases to be awarded. A recommendation will be presented to the Social Care Leadership team to make a final decision.
Operations	Year on year savings programmes are increasingly difficult to deliver.	600	600	600	600	The Director has a monthly budget monitoring board meeting which will monitor savings programme and identify compensating actions for potential non-delivery.
All divisions	Existing budget pressures and the full year effect / costs in 2020/21 of residents entering the care system in 2019/20.	1,100	1,100	1,100	1,100	Regular reviews of residents care needs to ensure that care plans accurately reflect current assessed care needs.
All divisions	Liberty Protection Safeguarding new burdens (system implementation in 2020/21 and training costs starting in 2021/22).	100	200	200	200	The code of practice is expected to come before Parliament in spring 2020.
All divisions	Non-recurrent grant funding of Winter pressures ending in March 2021.	0	918	918	918	The Council is waiting for the announcement of the Government's 'fair funding' and
All divisions	Ending of Improved Better Care Fund in March 2021.	0	8,814	8,814	8,814	2020 spending review to see how the impact of non-recurrent grant funding may be
Social Care Total		2,742	12,478	12,478	12,478	

The Environment Department Risk/Challenges

Directorate	Department & Division	Short Description of Risk	Risk				Mitigation
			2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
The Environment Department							
Public Realm	Fleet Management	Fleet management service contract provided on behalf of other boroughs not renewed	60	60	60	60	Initiate contract discussions early. Identify substitute business as far as possible (limited opportunities expected).
Public Realm	Waste Disposal	Waste disposal rates and tonnages increase by more than budget	150	150	150	150	Regular finance review and reporting through DMT. Continue to progress action plans to target reductions in general waste tonnages and increase recycling.
Public Realm	Waste Management	Unfunded waste management and street cleansing contract inflation unable to be managed within budget	399	399	399	399	Ongoing discussions with senior management regarding historic inflation.
Public Realm	Waste Management	Existing contract savings not achieved	242	242	242	242	Ongoing discussions with the contractor.
Public Realm	Commercial Waste	Commercial waste income levels unable to be increased	240	240	240	240	New staffing structure to be implemented with an increased focus on sales.
Community Safety & Regulatory Servies	Building Control	Non fee charging Building Control activities unable to be contained within budget	150	150	150	150	To be monitored and reported in year.
Community Safety & Regulatory Servies	Building Control	Income shortfall on chargeable Building Control activites due to reduction in service demand and general downturn in the economy	100	100	100	100	Undertake cost recovery analysis for Building Control (align income and expenditure) and implement policy for all building control works to be commissioned from the in-house service.
Community Safety & Regulatory Servies	Emergency Planning - Civil Protection	Emergency Planning staffing unable to be contained within budget (after approved growth for 2020/21)	50	50	50	50	Review staffing structure and/or get contribution from other departments for this vital council-wide service
Community Safety & Regulatory Servies	Emergency Planning - Silver Rota	Emergency Response Rota staffing unable to be contained within budget	33	33	33	33	Reduce rota or get contribution from other departments for this vital council-wide service
Leisure, Sport & Culture	Libraries	Library service unable to be contained within budget (after approved growth for 2020/21)	53	53	53	53	Service review underway with the aim of removing ongoing budget pressures
Leisure, Sport & Culture	Parks	Unfunded grounds maintenance contract inflation unable to be managed within budget	52	52	52	52	Ongoing discussions with the contractor to reduce spend. May result in changes in service specification
Leisure, Sport & Culture	Civic Services	Registrars income less than budget - potential loss of business resulting from Hammersmith Town Hall decant	110	67	67	67	Service working to maintain existing levels of income through increased sales and marketing. Provision made from the Civic Campus reserve to fund any losses compared to budget.
Leisure, Sport & Culture	Culture	Loss of lettings income as a result of decanting from Hammersmith Town Hall not funded corporately	182	182	182	182	Alternative venues being sought to retain repeat custom (but limited opportunities expected). Provision made from the Civic Campus reserve to fund any losses compared to budget.
Resident Services	Resident Services	Complaints staffing unable to be contained within budget (one unfunded post)	70	70	70	70	Review staffing structure and/or get contribution from other departments for this vital council-wide service.
Resident Services	Resident Services	Delayed existing savings not achieved	741	371	0	0	Resident Access programme progressing as planned. Phasing and confirmation of expected benefits underway.
Resident Services	Resident Services	Continuation of Collection Fund overspend	99	99	99	99	
The Environment Department Total			2,731	2,318	1,947	1,947	-

Finance and Governance Risk/Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
Finance and Governance						
IT Services	Inflationary pressure for long term contracts.	40	50	60	70	Renegotiations of existing contracts and review of applications in use
Legal & Governance	Existing budget pressures in elections due to reduction of grant funding towards Individual Electoral Registration.	60	60	60	60	
Commercial	Contract management savings – risk that activity plan to be drafted after resource is employed does not meet the MTFS target.	1,500	1,500	1,500	1,500	
Finance and Governance Total		1,600	1,610	1,620	1,630	

Public Service Reform (PSR) Risk/Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
PSR						
Staffing	Existing staffing pressures.	325	325	325	325	Review to be undertaken and business case established.
Communications	Cessation of HRA funding.	97	97	97	97	Corporate discussion to be held around HRA recharges and SLAs.
PSR Total		422	422	422	422	

The Economy Department Risk/Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
The Economy Department						
Temporary Accommodation	Overall Benefit Cap	120	120	120	120	Support to enable residents to gain exemption from the Benefits Cap through: training and qualifying employment; disability/carers benefit where possible; resettlement into affordable housing.
Temporary Accommodation	Direct Payments (Universal Credit)	42	42	42	42	The service works closely with the DWP, residents, colleagues and the voluntary sector to ensure Universal Credit claims are assessed correctly and paid to the Council, or in facilitating a switch-back to Housing Benefit (HB) to allow more control over claims.
Temporary Accommodation	Increase in the number of households in Temporary Accommodation - based on current forecast	-	317	630	943	
Temporary Accommodation	Large families in B&B	122	136	149	163	
Temporary Accommodation	Loss of Temporary Accommodation Management Fee on Housing Benefit Subsidy - the Flexible Homelessness Support Grant will be received in 2020/21 but Government has not confirmed whether funding will be available from 2021/22 onwards.	-	2,072	2,205	2,338	
Temporary Accommodation	Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 1.5% rental inflation	386	648	913	1,182	
Temporary Accommodation	Increase in the number of households in Temporary Accommodation - extra 100 each year above current forecast	563	1,125	1,688	2,250	
Temporary Accommodation	Homelessness Reduction Act - increase in households in temporary accommodation - extra 70 each year	394	788	1,182	1,575	
Temporary Accommodation	Direct Lettings Cost Avoidance payments - risk in future years (Cost Avoidance payments were previously funded from the Temporary Accommodation earmarked reserve prior to 2019/20)	600	600	600	600	
Economic Development	Funding for key management posts is dependent on an organisational restructure. This is currently in the consultation process.	64	-	-	-	The restructure is currently in the consultation stage and is expected to mitigate the salaries risk once this is implemented.
Economic Development	Economic Development funding	1,600	1,600	1,600	-	The Head of Economic Development is in process of preparing a Cabinet report for approval requesting Section 106 funding for the service.
Planning	There is a risk that the costs of current and future work in producing Supplementary Planning Documents will exceed the budgets and funding available.	50	50	50	50	

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The Economy Department						
Planning	In recent years, the cost of judicial reviews and major planning appeals has been met from earmarked reserves but these funds are now exhausted and therefore, there is an ongoing risk of an overspend against the budget.	300	300	300	300	
Planning	<p>The inherent volatility of planning income means it is difficult to predict future income expectations due to several factors including:</p> <ul style="list-style-type: none"> • Changes to the statutory charging schedule • Economic factors such as the impact on planning activity of Brexit • Changes in legislation e.g. permitted development rights, Planning Performance Agreement regulation • Changes to pre-application charging fees and Planning Performance Agreement templates • Local and wider market conditions • Availability of development sites in the borough • Developers by-passing the pre-application process as it is not compulsory • Reduced developer funding of Planning Performance Agreements • Government schemes to encourage house building, including grant schemes • Developers' responding to current and pipeline housing supply in borough (they don't want to flood the local market) • Adverse weather conditions 	1,400	1,400	1,400	1,400	
Total		5,641	9,198	10,879	10,963	

Council Wide Risk/Challenges

Department & Division	Short Description of Risk	Risk				Mitigation
		2020/21 Value (£000's)	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	
Council Wide Budget Risks						
Centrally Managed Budgets	Contract Inflation (1% above budget)	1,250	1,250	1,250	1,250	Contract management and negotiation
Centrally Managed Budgets	Pay inflation (1% above budget)	750	750	750	750	Staffing review
Council Wide Total		2,000	1,250	1,250	1,250	
Overall Risk		18,549	30,729	32,049	32,143	