

**Children's Services Department Risks**

Department & Division	Short Description of Risk	Risk				Mitigation
		2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	2024/25 Value (£000's)	
Children and Young Peoples Services	Increased demand as a result of the service being needs led					To be kept under review and closely monitored.
Children and Young Peoples Services	Greater demand on services as more families experience prolonged duress and the impact of economic downturn due to the pandemic					To be kept under review and closely monitored
<b>Total</b>						

**Social Care Department Risks**

Department & Division	Short Description of Risk	Risk				Mitigation
		2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	2024/25 Value (£000's)	
All divisions	Demographic pressures - The Social Care budget is under pressure due to an ageing population, increasingly complex needs resulting from learning disabilities and mental health issues. We have forecasted a 3.4% increase in the numbers of older and disabled people over the period 2020 to 2024 which equates to in monetary terms to cumulative total of £3.9m investment required. (The majority of this request is shown as a growth proposal with the balance treated as a risk).	496	640	787	939	Regular and robust review of residents' care is needed to ensure that care plans accurately reflect current assessed care needs.
Learning Disability	Learning disability transitions - Additional funding is required for the learning disability budgets to fund the increasing number of young disabled transitioning into adult services. We have estimated that there are likely to be 69 more young people by 2023/24 leading to a cost pressure on an already overspending budget. (the majority of the pressure is proposed as a growth request and the balance shown as a risk).	123	133	141	154	Regular and robust review of residents' care is needed to ensure that care plans accurately reflect current assessed care needs.
All divisions	Hospital discharges - There is a high expectation that the NHS will seek to pass greater discharge costs, putting pressure on the Social Care budget.	0	1,035	0	0	The proposal is to fund this in year 1 but the risk will need to be managed in year 2 through review of residents care needs.
Learning Disability	Supporting living strategy for adults with learning disabilities - this is a new contract model and currently at procurement stage.	150	150	150	150	The outcome of the funding requirement will be known after the procurement exercise is completed.
All divisions	Independent Living Fund - Grant ending 31st March 2021	772	772	772	772	The Council is waiting on the announcement to whether this grant will continue.
All divisions	Covid-19 impact on mental health services, isolation, increasing drugs and alcohol and obesity will place further pressure on adult social care budget. Further modelling will be undertaken to estimate the financial risks involved.	?	?	?	?	Tight monitoring of the budget on a monthly basis, reprioritising and changing support as appropriate and as required.
<b>Total</b>		<b>1,541</b>	<b>2,730</b>	<b>1,850</b>	<b>2,015</b>	

**Environment 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)	
Public Realm	The government remains to confirm funding to manage the continued closure of Hammersmith Bridge	tbc	tbc	tbc	tbc	The Council is working with the government Task Force, TfL, Other London Boroughs and the Private Sector to develop options and resolve funding for a new Bridge
All Services	The continuing impact on service expenditure and income from the continuing pandemic and lockdowns (estimated at £4.8m in 2020/21 before government support)	tbc	tbc	tbc	tbc	Ensuring that recovery plans are activated and that all possible grants/compensation is claimed from government
All Services	The continued impact of reduced grant funding	tbc	tbc	tbc	tbc	Continuing to work proactively with partners to showcase the outcomes being delivered to secure continued future grant
All Services	Ensuring that our re-procurement of major services are completed effectively and efficiently e.g Waste Collection/Street Cleaning/Grounds Maintenance given the severe medium term financial challenges facing the Council	tbc	tbc	tbc	tbc	Project Teams and Governance established to ensure that work is completed in consultation with Members/Residents
Resident Services	Full delivery of the service/financial benefits from the Residents Access programme(REAP) approved by Cabinet in October 2020	tbc	tbc	tbc	tbc	Leadership Project Team established and financial benefits of business case being externally evaluated
Parking	Continued disruption to Parking services enforcement and Pay and display as a result of further lockdowns in response to the Covid Pandemic	3,000	-	-	-	Ensuring that recovery plans are activated and that all possible grants/compensation is claimed from government
Parking	Continued disruption of debt collection services by ensuring compliance to safe working and social distancing practices	700	-	-	-	Ensuring that recovery plans are activated and that all possible grants/compensation is claimed from government
Parking	A reliance on external support dealing with customer correspondence as a result of potential changes in parking and transport related policies approved by Cabinet in July 2020	200	-	-	-	Continually reviewing and re-balancing policies
<b>Total Budget Risks/Challenges - The Environment</b>		<b>3,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>

**The Economy Department Risks**

Department & Division	Short Description of Risk	Risk				Mitigation
		2021/22 Value (£000s)	2022/23 Value (£000s)	2023/24 Value (£000s)	2024/25 Value (£000s)	
Economic Development, Learning & Skills	Staffing budget pressures	63	TBC	TBC	TBC	Review of contractual working hours
Economic Development, Learning & Skills	Sullivan & Townmead business units income (Covid-19 pressure)	143	TBC	TBC	TBC	
Economic Development, Learning & Skills	Section 106 funding	2,000	2,000	2,000	2,000	Agreement of the 2021/22 section 106 funding programme.
Economic Development, Learning & Skills	Adult Learning & Skills course fees (Covid-19 pressure)	91	TBC	TBC	TBC	
Regeneration & Development	Development Team - non-capitalised General Fund staffing costs	100	100	100	100	Appropriate timing of recruitment to the new team and consequential delivery of development schemes.
Regeneration & Development	Abortive costs for development schemes	TBC	TBC	TBC	TBC	
Regeneration & Development	Staffing costs falling to revenue due to delays on capital schemes	TBC	TBC	TBC	TBC	
Housing Solutions	Temporary accommodation (TA) - cost avoidance payments to landlords - loss of earmarked reserve	-	940	940	940	
Housing Solutions	Housing solutions - grant income uncertainty	-	3,994	3,994	3,994	
Housing Solutions	Provision of accommodation for rough sleepers and other temporary accommodation clients	TBC	TBC	-	-	
Housing Solutions	Overall Benefit Cap	117	117	117	117	Support and enable residents to gain exemption from the Benefit Cap or meet the shortfall through: <ul style="list-style-type: none"> <li>- Training and qualifying employment</li> <li>- Disability/Carers benefit where possible</li> <li>- Resettlement into affordable housing</li> <li>- Personal budgeting</li> </ul>
Housing Solutions	Direct Payments (Universal Credit)	51	51	51	51	Monitor payment receipts from the DWP and request processing of underpaid amounts and/or escalate proceedings against non-paying TA tenants
Housing Solutions	Increase in bad debt provision on Temporary Accommodation (Bed & Breakfast and Private Sector Leasing) rent arrears because of reductions in personal income due to Coronavirus.	570	570	570	570	Robust TA Income collection processes post pandemic. Sensitive approach needed
Housing Solutions	There is a risk of a further increase in the number of households in Temporary Accommodation - based on an additional 100 households this year above the current forecast	539	1,078	1,616	2,155	increase access to private rented accommodation as outlined and agreed in recent changes to Council's Housing Allocation Scheme. Work closely with Capital Letters to increase supply.
Housing Solutions	Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 1.5% rental inflation above the current forecast	269	543	821	1,102	work to reduce expensive TA. Would mean additional units outside of this borough. Capital Letters collaboration
Housing Solutions	Cost of accommodating large families	134	148	162	175	procure TA for larger families.
Housing Solutions	Homelessness Reduction Bill - increase in households in temporary accommodation - extra 70 households this year above the current forecast	377	754	1,132	1,509	increase access to private rented accommodation as outlined and agreed in recent changes to Council's Housing Allocation Scheme. Work closely with Capital Letters to increase supply

Housing Solutions	Increase in the number of households in Temporary Accommodation - based on current forecast		316	635	915	increase access to private rented accommodation as outlined and agreed in recent changes to Council's Housing Allocation Scheme. Work closely with Capital Letters to increase supply
Growth	Development Team - additional risk	54	54	54	54	Potential capitalisation of all staff costs
Planning	Planning fees income (extra risk re the economic downturn)	500	unknown	-	-	One-off growth of £0.7m has been proposed for 2021/22 regarding planning income pressures.
Planning	Planning fees Income - due to Covid-19	350	TBC	-	-	One-off growth of £0.7m has been proposed for 2021/22 regarding planning income pressures.
Planning	Planning -Exceptional costs	200				
Operations	Facilities Management - Cleaning costs (Covid-19 related)	250	TBC	-	-	
Operations	Commercial Property Income	75	TBC	-	-	
Operations	Asset Strategy and Portfolio Management - Commercial property rental income	100	-	-	-	
Operations	Property Transformation Programme	178	178	178	178	A review of rental income streams potential is in train to ensure funding for the team is available.
<b>Total</b>		<b>6,161</b>	<b>10,843</b>	<b>12,370</b>	<b>13,860</b>	

**Finance Department**

Department & Division	Short Description of Risk	2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	2024/25 Value (£000's)	Mitigation
<b>Finance Department</b>						
Commercial and Contracts	Loss of income due to impact of COVID-19 on digital advertising market.	490	TBC	TBC	TBC	Market testing currently being undertaken to ascertain recovery levels. Expected that market will recover in 2nd half of 21/22 but may not match pre-COVID levels.
		<b>490</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Council Wide Risk/Challenges**

Department & Division	Short Description of Risk	Risk				Mitigation
		2021/22 Value (£000's)	2022/23 Value (£000's)	2023/24 Value (£000's)	2024/25 Value (£000's)	
<b>Council Wide Budget Risks</b>						
Centrally Managed Budgets	Pay award of 2% compared to current assumption of a pay freeze	1,800	1,800	1,800	1,800	Offset through workforce efficiency programme
		<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	

<b>Total budget risks</b>		<b>13,892</b>	<b>15,373</b>	<b>16,020</b>	<b>17,675</b>	
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