

Appendix 1 - Corporate Risk Register – March 2022

Priority	Risk	Risk No.	Q3 21/22 Likelihood	Q3 21/22 Impact	Q4 21/22 Likelihood	Q4 21/22 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
Being ruthlessly financially efficient	Commercial, contract management and procurement risks, rules, outcomes, social value, management of spend and contractor performance management.	1	3	4	3	4	Work continues in support of the Ruthlessly Financially Efficient Action Plan. Atebios (Cardiff City Council) carried out a Peer review of the Council's operating model for Commissioning and Procurement and recommended that the Procurement function is centralised. Actions are now being taken to centralise the Service. The Corporate Procurement Team are reviewing contract expenditure and sample checks on goods receipting is taking place. The Contracts Assurance Board meets weekly, compliance with governance, legislation, the Council's Social Value Policy and RFE are reviewed.	M	Stable	Emily Hill
Being ruthlessly financially efficient	Failure to maintain services to residents in the event of significant events/incidents where business resilience risks (systems, processes, resources, IT) may be compromised.	2	2	4	2	4	The Council must remain vigilant and ensure business continuity plans are robust, particularly in the event of contractor failure or Public Health issue. All Service departments are required to review, and refresh plans periodically, including in respect of the Coronavirus pandemic and threat of an act of terrorism in London. Where services have updated continuity plans, they will be reviewed by the Emergency Planning Team. The recent alerts from the Cabinet Office and Public Health England had resulted in the risk levels being increased, although in February 2022 it was lowered from 'severe' to 'substantial'.	L	Stable	Sharon Lea
Being ruthlessly financially efficient	Failure to maintain services to residents in the event of IT systems being compromised and affecting service resilience.	3	4	4	4	4	The Council continues to monitor and mitigate external risks which may affect its IT systems, including attempts to breach our network through cyber-attacks, on-going security patching, the robustness of our supplier chain and overall disaster recovery provision. A report on cyber security arrangements was provided to the Committee in June 2021 and a report on ransomware to SLT in November 2021. Digital services has delivered Ransomware mitigation workshops October-December 2021 with service leads to provide advice and prompt consideration of alternative options actions to take in the event of IT systems being unavailable. This will both inform Digital Services' disaster recovery plans and assist services to update business continuity plans where appropriate. Services are currently participating in two internal audits on Ransomware and IT access management to ascertain its levels of assuredness and preparedness in those areas. The findings will be shared with SLT around April 2022.	H	Stable	Rhian Davies
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation and compliance.	4	3	4	3	4	The nature of the Council's business activities means that there are ongoing information governance risks, including cyber security risks and IT network security, which continue to require careful management. These risks are managed through a range of organisational measures including Information Management (IM) & Information security (IS) mandatory training, maintenance of policies, guidance documents, standards, and codes of practice. The Council deploys technical measures to protect its network and infrastructure, including technical controls to prevent malware attacks, account compromises and risks associated with data transfers. The Council continues to monitor the regulatory environment to ensure continued compliance with information governance obligations. Digital services engaged with services across the council to update H&F's Information Asset Register May-September 2021. We are procuring a software solution in March 2022 to enable the continued maintenance of H&F's asset register leading to improved compliance with information assets laws and quicker identification, assessment and mitigation of information related risks. Digital Services has been recruiting to its new target operating model with a view to having an Information Security Manager in March/April 2022.	M	Stable	Rhian Davies
Creating a compassionate council	Managing statutory duties, equalities, human rights, duty of care regulations, highways. * Health and Safety moved to new Risk 32	5	3	3	3	3	The Chief Executive chairs the Statutory Accountabilities Board, whose membership includes the Monitoring Officer (Director of Resources), Section 151 Officer (Director of Finance), Director of Children's Services, Director of Social Care and Director of Public Health. The remit of the Board is to review and consider the Council's compliance with its statutory duties. The potential for ongoing changes in the regulatory environment post-Brexit are kept under review, with reporting taking place to SLT and Finance PAC.	M	Reduced	ALL SLT MEMBERS
Creating a compassionate council	i) Standards and delivery of care, protection of children and adults and associated data quality and information risks. ii) Reliance on external assurance providers and providers to identify and communicate issues arising from inspections e.g., Ofsted and Care Quality Commission	6	3	4	3	4	<u>Children's Services</u> The last Ofsted inspection of Children's Services were judged as 'Good' across all four areas. Post Ofsted inspection action planning continues and performance improvement activity is integral and BAU. Work is underway to develop a robust management infrastructure for the Education Service and prepare for the Local Area SEND inspection. Corporate BI is working alongside the service to develop a suite of operations, performance and finance reports to support continuous service improvement. Children's Placements receive regular intelligence directly from Ofsted and or regional partners on concerns and or judgements following regulatory inspections. This information is routinely cross checked against children we may have in Placement with external providers, and actions plans put in place where necessary to address and or mitigation concerns. The Placements team was disaggregated and brought back in house.	M	Stable	Jacqui McShannon/ Lisa Redfern

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							<p>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. An external inspection regime RAG rating monitor is included in the quarterly dashboard to SLT Assurance.</p> <p><u>Adult Social Care:</u> ASC commissioning work closely with commissioned providers to manage risk through regular and focused contract monitoring meetings. For homecare providers, twice weekly SITREP meeting are held and commissioning in liaison with our Quality Assurance Lead also carry out regular visit to provider locations. Quality Leads focused on understanding home care provider systems and processes in order to suggest improvements have been assigned to each main homecare provider.</p> <p>For our main 4 residential care providers focussed monthly Joint Operational Group meetings involving the provider, health, GPs and H&F are held to support the entire health and social care system and hospital discharge pathway.</p> <p>Where providers evidence consistent poor performance contractual sanctions are considered and performance improvement plans put in place to support improvements and keep our residents safe. This feeds into discussions that take place at as monthly ASC Care Governance & Quality Assurance Board. The board meets to share, discuss and agree actions in relation to information received both internally and externally regarding providers of services.</p> <p>Further engagement with providers is evident through regular provider forums for key sub-categories, monthly newsletters to all providers from the AD for Commissioning & ASC Strategic Director. Our ASC Strategic Director also chairs a six-weekly CQC area leads meeting where all parties are keeping abreast on quality of care issues with regulated care providers.</p>			
All Council Values	Decision making and maintaining reputation and service standards. Good Governance, conduct, external inspections.	7	1	4	1	4	<p><i>Governance and decision-making framework:</i> The Constitution and associated documents, including codes of conduct, are subject to regular review and approval by Members. SLT review corporate policies and strategies.</p> <p><i>Staff training and induction:</i> Corporate induction training is provided to new starters, staff and for managers. Decision making training is being refreshed. Transformation, talent and inclusion maintain and provide a range of training activities covering HR policies. A range of training on other council policies is provided, including: Health and Safety, information security and data protection, fraud and corruption.</p> <p><i>Organisational performance and programme management:</i> A quarterly performance dashboard monitor is prepared and presented to SLT Assurance and Members. A Programme Management Office and PMO framework are in place. The PMO provide monitoring and support to major programmes access the council and report to SLT. The Commercial Assurance Board undertake monitoring and endorsement authorisation of directly awarded contracts, and review compliance with governance and decision-making thresholds for procurement decisions.</p>	L	Stable	Rhian Davies
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	8	3	4	3	4	<p>Policies are reviewed annually at Audit Committee. Refreshed Fraud Response Plan, Anti-Money Laundering and Bribery Policies have been reviewed and were presented to the Audit Committee in June 2021. The Council's Anti-Fraud and Corruption Strategy spans 2020-2023 and contains an action plan to provide SLT with a tool to ensure progress and transparency regarding counter-fraud activities. Performance is reported to both the Audit Committee and SLT to demonstrate how counter fraud work aligns with the Strategy and contributes to the Council's overall fraud resilience. Fraud Awareness training is available on the Learning Platform to all staff and a bespoke course was assigned to staff in the Social Care department. The Corporate Anti-Fraud Service has been available to support services impacted by COVID-19.</p>	M	Stable	David Hughes

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Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Failure to ensure compliance with the statutory duties to undertake inspection regimes covering management of asbestos, electrical testing, fire risk, plant and equipment, water testing/Legionella.	9	3	5	3	4	<p>Overall compliance reporting of 73 buildings that Property and FM directly provides FM support to as well as a summary of its 6 legally required statutory compliance modules consisting of Fire Management; Electrical; Mechanical; Lift and Lifting Equipment; Occupational Health and Environmental and Energy Management covering in total of 35 workstreams carried out and managed by Property and FM.</p> <p>Housing stock remains compliant across key areas - gas, electrical safety, water, gas, asbestos etc – monthly rolling monitoring programme in place. Monthly Contract meetings remain in place with all contractors and reported to senior management teams. Annual review of repairs contract in train. United Living, repair contractor for largest lot, exited on 31 Oct 2021 and reserve contractor, Morgan Sindall in place. Working with Erith, asbestos removal contractor, for mutual exit, performance issues being monitored. Risk based assessment in place for 27 buildings over 18+ metres with combustible spandrels/infill panels. Data on DELTA for MHCLG. Works scoped and phase 1 in progress. Compliance based capital works, including fire door upgrades, sprinkler installation, dry riser installation etc continue. FRA works (7,000+) via DLO continue with estimated two-year completion date. Programme of lone working training & devices continues to be rolled out to officers.</p>	M	Stable	Jonathan Pickstone
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Co-ordination and response to calls on the Council for Mutual Aid in a crisis and emergency planning response	10	3	4	3	4	The UK Terror Threat Level has recently been raised to SEVERE meaning an attack is highly likely. This followed a terrorist attack outside a hospital in Liverpool and concerns about MP Safety following the murder of David Amess. Flooding remains a concern and the issue which may most likely result in mutual aid requests. A successful multi-agency MTFA exercise was held on 15 th November 2021 and a multi-agency flooding exercise was held on 10th January 2022.	M	Increased	Sharon Lea
All Council Values	Framework and resourcing of change programmes e.g., Civic Campus, Hello Hybrid Future, new systems, not sufficient to ensure programmes are delivered.	11	2	4	2	4	Stable. Mechanisms in place to manage change through SLT, Department Management Teams (DMTs), programme/ project governance and teams, the PMO/BI service and project methodology. Collectively aim to ensure all major programmes do change well and managers support people well through change.	L	Stable	Emily Hill
All Council Values	Unable to retain talented people in key posts at LBHF.	12	2	4	2	4	The People Strategy implementation including the 'H&F Way' culture change movement, various staff networks and the Race Equality staff working groups are addressing the issues that most concern our workforce to improve our employer reputation and ability to retain talent. The People and Talent Team (in TTI) are leading on work to improve our Employer brand and Employer Value Proposition (pay and benefits). The Council is committed to staff wellbeing, learning and development and has delivered online wellbeing and learning and development events throughout the pandemic including World class managers, the H&F Academy (earn while you learn apprenticeships), Wellbeing Wednesdays, mental health first aiders, recruitment for hiring managers and a suite of manager essentials courses. Get Ahead and Apprenticeship schemes are making a difference. Workforce dashboards and KPIs are closely monitored. Attrition has fallen from 16% to 14% (rolling 12-month turnover) and RMB continues to closely monitor all recruitment requests and approvals. However, there are areas which remain difficult to recruit including: occupational therapists, planners, revenues and benefits, procurement, business intelligence, policy, environmental health and noise & nuisance officers, social workers and highways and transportation engineers.	L	Stable	Rhian Davies
Doing things with, not to residents	An event which triggers the Fulham Mortuary being designated as a disaster Mortuary	13	2	4	2	3	Designated Disaster Mortuary Plan has been reviewed and updated. Participated in the virtual H&F Borough Resilience Forum Terrorist Attack Exercise on 15 November 2021.	L	Stable	Rhian Davies
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	14	3	4	3	4	<p>Governance arrangements are in place and now well established, assurance is provided through the Civic Campus Programme Delivery Board. The Board is currently reviewing its Terms of Reference, including membership, to ensure a more strategic focus, with detail being fed from a newly established Workplace and Workforce Transformation Group. Key programme milestones, workstream progress, budgets and risks and issues are reported to the Executive Board and to SLT Programme meetings.</p> <p>The status remains the same this quarter although progress is being made which should reduce the likelihood of this risk going into the next quarter. Agreement has been reached with Ardmore in relation to the increased cost to complete construction. The additional investment required was approved at Cabinet on 11 October 2021 and the key decision report which recommends entering into a Deed of Variation with Ardmore has been signed off by the Cabinet Member. There are ongoing negotiations in relation to revised Employers Requirements which will be appended to the deed which is now expected to be executed on 10 March 2022.</p>	L	Stable	Jonathan Pickstone

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Creating a compassionate council	Increase in the number of looked after children in the last 3 years creates budget pressures which are not able to be met to deliver the required services.	15	2	4	2	4	<p>A strong focus on early intervention and intensive family support to enable children to live safely in their family or extended network has meant that we are starting to care for less of our children. Work to promote early permanence is supporting a reduction in the time children spend as cared for children. This includes the promoting and support packages for Special Guardianship. A proportion of our cared for children have turned 18 years old and pathways into secure housing have further strengthened during this period</p> <p>The total number of children in care was 246 at the end of the previous financial year. The total number has seen a general downward trend throughout this year, with a slight rise in August through to October, reducing again from November onwards. The rise reflected an increase in UASC presentations during that period, however the updated National Transfer Scheme is supporting a more equitable distribution of these responsibilities. The current total cohort as of February 2022 is 222, a total reduction of 24 children when compared with March 2021.</p> <p>As at month 6 of 2021/22 the Placements Budget is reporting an underspend of £1.1m. Based on the current trajectory the MTFs saving in 22/23 remains achievable. However, we are also considering contingencies as increasing need in respect of a small number of children in more specialist or intensive arrangements could lead to increase associated costs. Further, we continue to have a close eye on the impact of the pandemic and economic climate with vulnerability for increased family breakdown despite the strong interventions we have put in place.</p> <p>In addition to this, a fully integrated sovereign Children's Placements Team has strengthened arrangements with practitioners in the child's placement journey, ensuring we maintain our priority of placing children in family settings wherever possible. Improved processes within this team include negotiation with provider organisations, use of the Careplace system and procurement has also supported the underspend position.</p>	L	Stable	Jacqui McShannon
Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	16	3	4	3	4	<p>In accordance with the RFE Priority, a High Needs Block (HNB) programme is in place with a focus on better outcomes for children. Monitoring is undertaken by the HNB Board, chaired by the Director of Children's Services and attended by key officers including the Director of Education, Director of Finance and PMO. Programme reports as amber hence the same assessment in this quarter. DSG monitoring at monthly SLT Finance as part of assurance reporting on major projects/ programmes and the position is reported to the Schools Forum. Following a successful negotiation, the council received additional High Needs Block Safety Valve funding in 2020/21 as part of an agreed action plan with the Department for Education (DfE). Quarterly monitoring is undertaken with the DfE as a condition of future years' funding. The risk factors, in part, are the extension of statutory responsibilities to the full 0 to 25 age range, rising demand for Education, Health and Care Plans and the impact of Covid.</p>	M	Stable	Jacqui McShannon
All Council Values	Management of complaints, requests for information, members enquiries	18	3	4	3	4	<p>Performance is stable overall excluding one service area where improvement plan is in place. Whilst there are still performance concerns, they are mainly in the area of complaints and relating to particular service areas rather than across the board. Regular reporting and controls are in place and action being taken to address areas of concern. LGSCO is satisfied with improvement trajectory and actions being taken. Main ongoing risk is with regard to Housing Ombudsman in relation to Repairs complaints.</p> <p>Quarter four risk has been reviewed but should be reviewed further if risk status for risk 27 in relation to Housing Repairs changes as this service is the main area of risk in relation to this area currently.</p>	H	Stable	Sharon Lea
Being ruthlessly financially efficient	Financial Management - Medium-Term Planning.	19	3	4	3	4	<p>Month 6 position, reports an in-year underspend of £2.7m following application of £4.9m of Covid-19 funding. Covid-19 continues to have an impact on income and expenditure and future restrictions and their impact and funding for Covid-19 is uncertainty. The Council is experiencing increased demand and costs, particularly in Social Care and concern remains that pent-up demand for services will result in additional cost pressures later in the year. In addition, there are significant risks of cost increases as a result of inflationary pressures in short and medium term. 2022/23 budget approved by Full Council. Whilst the Spending Review 2021 covered a 3-year period the Final Local Government Settlement provided only 1-year settlement for Local Government with the new Services Grant not subject to transitional protection and potentially subject to significant redistribution in 2023/24. A number of local government funding reforms expected in the medium term and the impact on the Council remains unclear. The continued financial uncertainty regarding government funding of local government beyond 2022/23 creates a significant challenge in terms of budget setting and medium-term financial planning and is a risk driver. Key risks relate to Social Care – separately identified below.</p>	M	Revised	Emily Hill

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Creating a compassionate council	Financial Management - in year budget 2021/2022 and Medium-Term Planning: Social Care	20	4	4	3	4	<p>The Social Care budget forecast has improved with the position as at month 6 2021/22 of £1.3m overspend. However this is after the application of £1.3m Covid-19 funding and the forecast remains with many variable demands from the ongoing impact of Covid-19. This includes:</p> <p>1) the impact of the Hospital discharges placed by the NHS and requiring reassessment of care which is leading to significantly higher costs in social care, in terms of the volume of care requests and the acuity of need;</p> <p>2) the impact on the care market providers for on-going additional costs from Covid-19; and,</p> <p>3) market instability following Covid-19.</p> <p>Robust mitigation and tight financial controls have contributed to the improved position and are in place to reduce the remaining in-year overspend. There is uncertainty and risk around the continuation of any Covid-19 funding and long term funding solutions for increased demand and complexity of demand in Social Care. The Social Care reform funding is expected only to meet the costs of new government proposals, rather than underlying pressures, and there are concerns that the funding may not be sufficient to fund the new requirements.</p>	H	Reduced	Lisa Redfern
All Council values	Corporate management of Health and Safety	21	3	4	3	4	<p>The health and safety board continues to meet every 8 weeks. Corporate health and safety report no HSE enforcement this quarter and for the previous quarter. KPIs for 2021 / 2022, agreed by APSC in June 2021 are on target: Fire safety policy review (to reflect new legislation); Coronavirus ongoing monitoring and provision of information to worker via IPC awareness (also see risk 37); review of H&S training; improvements to driver safety management; risk profiling to realign council to new ways of working; reduction of work-related stress; training and assessment for the home working environment. A deep-dive audit of water hygiene compliance in all council buildings has been completed in all areas has been completed. A rise in assaults and threats on staff is noted this quarter and a safer workforce task and finish group, instructed by the CEO to review personal safety and lone working, has completed its findings and has presented 8 recommendations for reducing violence and other unacceptable behaviour against staff. The delivery of these recommendations will be KPIs for FY 2022 2023. A strategic risk assessment for hybrid working (including wellbeing) has been presented and is being formatted to a RAG rating status for ease of reference. An external audit has been presented from Mazars. It gives a score of satisfactory assurance but recommends improvements in risk assessment record keeping, review as well as training in risk assessment methods across many areas of the council to achieve a corporate integrated approach. These recommendations will be priorities for the council in 2022 / 2023 and driven through the health and safety board with support from the corporate health and safety service. No change to risk rating</p>	M	Stable	Jonathan Pickstone
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Impact on the local economy and businesses from the closure of Hammersmith Bridge to pedestrians, road and river traffic.	22	3	4	3	4	<p>Controls in place include:</p> <p>CCSO (Group of experts from LBHF officers/Xanta/Motts/WSP) Review monitoring data from the bridge on a continuous basis and continues to meet every two weeks.</p> <p>Opening Bridge reopened on 17th July after stress reports found that the temperature system and stress was being managed to such an extent that the risk was significantly reduced. Bridge opened up to pedestrians and cyclists. River traffic allowed to operate again under the bridge.</p> <p>Sensors 350 sensors on the bridge monitoring 24/7 with alerts of any changes to officers by text and emails.</p> <p>Temperature Control System – Operational managing chain temperatures to reduce stress on the structure. Sensors alert of any temperature issues outside permitted levels. Monitored 24/7.</p> <p>Stabilisation - Mott MacDonalds option has been selected. Design works underway and report authorising £6 million works has been approved and published. Stabilisation works due to start during February 22 and be completed November 22.</p>	M	Stable	Sharon Lea
Doing things with, not to residents	Failure to progress safety improvement works on the Charecroft Estate.	23	2	4	2	4	<p>As set out in the HRA 12 Year Asset Management Capital Strategy to Cabinet in Sept 2021, Charecroft Phase 1 is nearing completion: 98% fire Doors/Compartmentation complete. Lifts in two blocks complete and other started. Door Entry, LED Lighting and CCTV planned. Evac alarm approved to enable phased evacuation, Kier to install. Phase 2 works: Replacement windows and infill panels, Roofing, External/structural repairs and wet riser systems. Bailey Garner commissioned to oversee delivery.</p>	L	Stable	Jonathan Pickstone
Being ruthlessly financially efficient	Failure to transfer the Pension Administration function to a new provider and ensure appropriate records are maintained and payments made.	24	2	4	TO CLOSE	TO CLOSE	<p>An external review of the performance of our pension admin provider, Surrey County Council, led to a number of mitigating actions including – the creation of an in-house H&F pensions team and the appointment of a H&F Strategic Pensions Manager, the establishment of a pensions taskforce to oversee the change programme to move from Surrey CC to LPPA in Jan 2022, procurement of an external provider to support with correcting data gaps and a focus on improving performance standards. Regular updates are provided to the Pensions Fund Committee and the Pensions Board. The risk rating has therefore decreased but is monitored on a monthly basis by the</p>	M	Reduced	Rhian Davies

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							Pensions Taskforce. Risk to be closed as the transfer to the new service took place on 26 January 2022, along with a successful migration of Member data from SCC to LPPA.			
Creating a compassionate council	Coronavirus – spread of infectious disease, particularly affecting vulnerable groups of residents and workforce/ contractors providing front line services.	25	4	4	3	4	We have maximised efforts to work with the NHS, who lead the Covid vax programme. We have focussed on vaccinating the most vulnerable as well as communities with lowest uptake. We now follow the government guidance on opening up, as mitigations are reduced and we are back in Plan A. It is unclear what role LAs would play if there are new variants of concern, again we await the Cabinet office 'Living with Covid' strategy	H	Stable	Linda Jackson
Rising to the challenge of the climate and ecological emergency	Failure on the part of the Council to mobilise its response to the Climate Change emergency.	26	2	3	2	3	The Climate Emergency Unit is now in place, with initial posts recruited to. A climate strategy for a net zero borough by 2030 has been approved and adopted by Cabinet. The resident-led commission has now been replaced with a new Climate Strategy Implementation Group to increase scrutiny and deliver actions at pace. A detailed audit of the Council's carbon footprint is now an annual activity to track progress against our action plan and to provide a robust evidence base for costing and prioritising organisational carbon reduction activity. Quick win workstreams to influence emissions through policy have been progressed, including emissions-based policies on parking, council fleet, energy procurement, and wider procurement. Engagement has begun with local businesses and organisations to develop an H&F Climate Alliance, and H&F has been a leader in designing and implementing the UN's climate education programme. Recent flooding has expedited the need for a climate adaptation plan to prepare residents, businesses and the council for more extreme weather including heavy rainfall and heatwaves. Individuals, households and infrastructure will need to adapt and prepare for more of occurrences and the council has an important supporting role.	H	Reduced	Sharon Lea
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Housing repairs performance -contractor failure (administration) given that there are a number of contractors providing repairs and maintenance. Repair system and contractor management not delivering performance are required levels.	27	3	4	3	4	There are robust contract provision for poor performing contractors. There is a regular monitoring of contractors' performance and financial health. There is a clear mechanism for recovery of costs in relation to contractor failure. We continue to build the in-house DLO capability and capacity with a focus on planned preventative maintenance. Although these measures would mitigate the disruption in the short term would be significant if a contractor went into administration. Four principles agreed (stabilise contract, isolate disrepair & stage 2, ownership, resident engagement). United Living exited. Reserve contractor mobilised. Service improvement plans, new KPIs, and additional resource for contractors and client agreed. Data insight and analytics. Audit to review systems thinking processes. PPM programme with DLO. £600 million investment over 12-year capital strategy. Improvement plans for Morgan Sindall and Mears. £350k penalties administered to date.	H	Stable	Jonathan Pickstone
Doing things with, not to residents	Civic Campus Energy centre may not be ready in time for handover and occupation in April 2023 which may impact the exit from decant accommodation	28	4	4	4	4	Utility diversions are currently delaying construction progress on new build Block B, where the Town Hall energy centre will be housed. Mitigation strategies are already being discussed including negotiations to minimise delays as much as possible; the use of an onsite temporary package plant until the energy centre is delivered; whether energy can be pulled from surrounding sub stations to meet Town Hall requirements in the meantime. Depending on outcomes to these discussions, a clearer way forward will be known next quarter but initially setting this as "high". Diversion works are expected to be completed by 1 st April which will then support a handover of the Town Hall on 19 th April 2023. The agreed temporary solution incorporates Air Source Heat Pumps and we are currently awaiting a feasibility report and design from Ardmores subcontractor. The Council has its own expert advisor working with Ardmores on this to ensure its requirements are met. A further risk associated with the delays to the energy centre is the requirement for a boosted water supply for the life safety systems (sprinklers). There are additional mitigation strategies being formulated to address this issue.	H	Stable	Jonathan Pickstone
Being ruthlessly financially efficient, Rising to the challenge of the climate and	Changes to Western Riverside Waste Authority contracts or waste disposal arrangements that do not align with the Council's financial or climate priorities and potential missed	29	New	New	3	3	Work with WRWA and other WRWA boroughs to seek alignment of priorities and minimisation of waste along with achievement of carbon reduction commitments.	M	New	Sharon Lea

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ecological emergency	opportunities for improvements or savings as a result of the current governance and management arrangements.									
Being ruthlessly financially efficient, Rising to the challenge of the climate and ecological emergency	Failure to manage the requirements of the New Environmental Act which will change the way in which the Waste service operates and how it contributes to the Council's carbon zero commitment.	30	New	New	3	3	Work to feed into any further Defra consultation on potential changes. Likely and foreseeable changes are being factored into current waste service procurement, however there is little clarity on how the Act will be implemented at present until detailed regulations and guidance have been published.	M	New	Sharon Lea
Taking pride in Hammersmith and Fulham	Failure to manage the negative impact of flooding, due to adverse weather conditions, on residents and businesses. Consequences of the Climate Emergency. One in a hundred events that lead to the overloading our surface water systems (gullies) which results in widespread flooding and consequent damage to homes and businesses. Fluvial flooding as the most at risk London Borough.	31	New	New	3	4	Mitigations: 1. Tree management system allowing water to collect underneath the tree and slow release into the ground has been installed in Bloemfontein Road, Seagrave Road, Overstone and Gallaway Roads. 2. Countess Creek Project with Thames Water: 6 schemes to take away surface water completed. 3. White City Project working with G&P and Thames Water - to do a 'greening' of the whole area - similar to the Queen Caroline Street scheme, but in White City completed. 4. First City (Artificial) Tree in Hammersmith installed. 5. Working with IoTech to install air quality sensors in the SW6 Area. 6. Working with FM Conways to develop a pilot using the borough's street furniture to have a sensor network that picks up road condition, surface water, fly tipping and counts traffic.	M	New	Sharon Lea

Key

- 16-25 Red High risk, immediate management action is required.
- 11-15 Amber Medium risk, review controls for appropriateness and effectiveness
- 1-10 Green Low risk, monitor and if escalates quickly check controls
- Blue Opportunity risk

Likelihood and Impact Based on a 1 to 5 scale with 1 Very Low and 5 Very High, the Score then is automatically calculated by multiplying them together.

Help

- Risk Description Risk described in a language that articulates clearly what could go wrong or what opportunity could be achieved.
- Residual Exposure Extent of the risk once the controls are currently in place. This is known as the residual risk and is calculated by multiplying impact of risk and likelihood of occurrence.
- Existing Controls Not all risks can be managed, but those that can are managed using a variety of controls.
- The art of risk management is to apply controls that are effective and efficient in reducing the exposure.
- Risk Owner This is the person or team best positioned to manage the identified risk