

Appendix 1 - Corporate Risk Register – June 2022

Priority	Risk	Risk No.	Q4 21/22 Likelihood	Q4 21/22 Impact	Q1 22/23 Likelihood	Q1 22/23 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	<p>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.</p> <p>Under the category of IT system procurement, Digital services supports departments through procurement process with Strategic Relationship Managers and project delivery team. A robust process to comply with standing orders exists as well as fortnightly contract monitoring process.</p> <p>Assistant Director Procurement and Commercial in post and restructure of function proposed.</p>	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	<p>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'.</p>	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	<p>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 against a backdrop of increasing costs. Digital services held 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. Internal Audit continue to provide assurance in this area.</p>	H	Stable	Jonathan Pickstone
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation and compliance.	4	3	4	3	4	<p>The nature of the Council's business activities means that there are ongoing information governance risks, including network security, which continue to be managed. 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. 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. A software solution has been procured to enable the 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 and we have successfully recruited to a new Information Security Manager post in April 2022.</p>	M	Stable	Jonathan Pickstone
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	<p>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.</p> <p>The potential for ongoing changes in the regulatory environment post-Brexit are kept under review, with reporting taking place to SLT and Finance PAC.</p>	M	Stable	ALL SLT MEMBERS
Creating a compassionate council	<p>i) Standards and delivery of care, protection of children and adults and associated data quality and information risks.</p> <p>ii) Reliance on external assurance providers and providers to identify and communicate issues arising from inspections e.g.,</p>	6	3	4	3	4	<p><u>Children's Services</u></p> <p>The last Ofsted inspection in 2019 of Children's Services were judged as 'Good' across all four areas. The more recent focused visit of the front door was overwhelmingly positive. In both inspections however, it was noted that the caseloads within the children assessment teams (CAS) and for some newly qualified workers are too high. The pressure on allocation also means that Family Support (FS) have been unable to provide interventions for families already held in CSC. Work is underway to mitigate these pressures through additional resource. The greater availability and utilisation of management information continues to support performance improvement activity and BAU. Ofsted inspection action planning continues in anticipation of an inspection in 2023.</p>	M	Stable	Jacqui McShannon/ Lisa Redfern

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	Ofsted and Care Quality Commission						<p>Last HMIP inspection for the YJS was in 2015, when the YJS was part of triborough arrangements. YJS has been sovereign since 2018 and is now on high alert for inspection. Management oversight of quality of assessment and plans was an area of concern and this continues to be an area of concern linked to the current YJS database Careworks. Careworks does not have inbuilt dashboards to enable easy management oversight. Meetings to be held with Business intelligence, digital services around moving to a new system and exploration of how to cost.</p> <p>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 ensuring closer monitoring of the service.</p> <p>Ofsted visited the Haven, our specialist children's home for up to seven children with disabilities, in March 2022. The Haven is now graded as 'good', with inspectors noting that staff worked hard to ensure that 'children are supported to make good progress and be successful'.</p> <p>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.</p> <p>The school improvement team provide pre-Ofsted guidance for our community schools. 93% of our schools are good/outstanding and this is continuously maintained for the implementation of the post-inspection action plan. 12 schools are legacy outstanding schools and are due their inspection in the next academic year. The school improvement grant (which contributes to the advisory team this year) will be 100% reduced from March 2023 which presents a risk.</p> <p>The Education Service also has responsibility for the quality of PVI's and childminders which are externally assessed by Ofsted. Work is ongoing in this area to ensure the maintaining and building of capacity of qualified staff to assure the provision.</p> <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</p>			

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							providers.			
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. People and Talent 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 Contracts 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	David Tatlow
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
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	4	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. New commercial terms agreed with Morgan Sindall to ensure sustainable delivery model. Mears overheads agreed. Risk remains in the sector from high inflation, material supply chains and labour shortages. Risk based assessment in place for 27 buildings over 18+ metres with combustible spandrels/infill panels. Data regularly updated with DHLUC on DELTA system. Compliance based capital works, including fire door upgrades, sprinkler installation, dry riser installation etc continues. FRA works (2,723) via DLO continue with estimated two-year completion date. Structural safety issues at Drake & Shackleton identified following storm Eunice being remedied. 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	2	4	<p>The UK Terror Threat Level has recently been lowered to SUBSTANTIAL this means an attack is likely. Flooding remains a concern and the issue which may most likely result in mutual aid requests. A successful multi-agency MTFAs exercise was held on 15th November 2021 and a multi-agency flooding exercise was held on 10th January 2022.</p>	M	Reduced	Sharon Lea

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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	David Tatlow
Doing things with, not to residents	An event which triggers the Fulham Mortuary being designated as a disaster Mortuary	13	2	3	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	David Tatlow
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	14	3	4	4	4	Recent Governance changes reflect an increased focus on the future operation of the Town Hall as well as the ongoing construction. Assurance is now provided through the more strategic Civic Campus Board (CCB) into which the separate Civic Campus Working Group (CCWG) feeds. The CCB will provide a steer to the operational leads where required. Key programme milestones, workstream progress, budgets and risks and issues continue to be reported to the Executive Board and to SLT Programme meetings. There was an incident on site on 11 May in which two operatives were injured with construction halted. The Town Hall part of the site (as of 13 June) remains closed under the direction of the HSE. Following the HSE's investigation a programme of clearance and reinstatement will be required. The implications of the incident on the programme and are being assessed and the impact is currently unquantified. On this basis, the likelihood of this risk has changed to "4".	L	Increased	Jonathan Pickstone
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	To Close	To Close	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 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. 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.	L	Closed	Jacqui McShannon

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							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.			
Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	16	3	4	3	3	<p>The Early Intervention offers have launched although some were delayed due to various reasons, including recruitment challenges and school pressures as a result of COVID outbreak responses. The infrastructure has been established to monitor the impact of these services, although it is not expected that this will be measurable until at least the 6 month gateway.</p> <p>The SEND Transformation programme is monitored via fortnightly Working Groups and programme updates to the High Needs Block Board which is chaired by the Director of Children's Services and membership includes the Director of Finance (S151 Officer). Progress is monitored at both meetings and a risk register is in place to actively monitor the risks.</p> <p>The Local Area and schools continue to be engaged in these programmes of work via Reference Groups, Headteacher Cluster Meetings and Schools Forum. There has been some delays in the delivery of savings targets to enable schools sufficient time to plan these into their budgets accordingly, however this pressure has been mitigated by a proposed Schools Block to High Needs Block transfer in 2022/23.</p>	M	Reduced	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 One 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	The last reported Month 6 position, reports an in-year underspend of £2.7m following application of £4.9m of Covid-19 funding, the year-end outturn is being prepared. 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. In addition, there are significant risks of cost increases as a result of inflationary pressures in short and medium term and will be monitored throughout the year. 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 and the impact of inflation with the impact of the cost of living on demand for services creates a significant challenge in terms of budget setting and medium-term financial planning for 2023/24. Key risks relate to Social Care – separately identified below.	M	Stable	Emily Hill
Creating a compassionate council	Financial Management - in year budget 2021/2022 and Medium-Term Planning: Social Care	20	3	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> <ol style="list-style-type: none"> 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; 2) the impact on the care market providers for on-going additional costs from Covid-19; and, 3) market instability following Covid-19. <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</p>	H	Stable	Lisa Redfern

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							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.			
All Council values	Corporate management of Health and Safety	21	3	4	3	4	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	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	Controls in place include: 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. Opening Bridge reopened on 17 th 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. Sensors 350 sensors on the bridge monitoring 24/7 with alerts of any changes to officers by text and emails. 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. Stabilisation - Mott MacDonalds option has been selected. Design works underway and report authorising £8.9 million works has been approved and published. Stabilisation works have commenced are due to finish at the end of the year.	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	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.	L	Stable	Jonathan Pickstone
Creating a compassionate council	Coronavirus – spread of infectious disease, particularly affecting vulnerable groups of residents and workforce/ contractors providing front line services.	25	3	4	2	3	Since the government have lifted restrictions, testing has now stopped. Vaccinations continue to be offered via pop ups and Pharmacies. Restrictions have been lifted in all office areas, with staff being advised to stay at home if feeling unwell. The infection rates are falling through the borough and all departments are now working through recovery, if not back to BAU. We will however, continue to monitor the data and stand back up response if required.	L	Reduced	Linda Jackson

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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.	L	Stable	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. New commercial terms agreed with Morgan Sindall to enable sustainable contract and improved service delivery. Acceleration plan agreed and investment signed off to reduce WIP, complex repairs, disrepair and voids. Mears overhead agreed. PPM programme with DLO. A few small specialist contractors onboarded to provide resilience. Weekly reporting to SLT and weekly strategic and operational board. £600 million investment over 12-year capital strategy approved in 2021. We are working to achieve within 6 months a recovered service to a target steady state. This work is underpinned by weekly task force group that has a focus at strategic and operational level. We have carried out a diagnostic of root causes and top ten of big fixes this work has been completed. The fixes focused on; major works and planned maintenance, contractor ownership and performance, up-streaming point of failure management and clearing backlogs. Recovery work is being delivered within the context of a medium term plan for transformation and capital investment.	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	To Close	To Close	Following delays, utility diversions have now been completed and work to dig out the basement of Block B, where the Town Hall energy centre will be housed, has started. The impact of this has been superseded due to the incident highlighted at risk 14 and the expectation that the construction programme will experience some delay beyond the original completion date.	L	Closed	Jonathan Pickstone
Being ruthlessly financially efficient, Rising to the challenge of the climate and ecological emergency	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 opportunities for improvements or savings as a result of the current governance and management arrangements.	29	3	3	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	Stable	Sharon Lea

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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	3	3	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	Stable	Sharon Lea
Being ruthlessly financially efficient, Rising to the challenge of the climate and ecological emergency	Failure to manage to maintain a safe highway- Highways maintenance is regulated under the Highways Act 1980 under which we have a duty	31	3	3	3	3	Mitigations: 1. Moved to a three-year planned maintenance programme for both roads and carriageways and reactive maintenance team with dedicated vehicle that deals with day-to-day issues. 2. The current is the loss of annual TfL funding for principal road network which is now being funded by boroughs maintenance budget 3. Regime of safety inspection all 1,000 borough streets each year.	M	Stable	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.	32	3	4	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. 7. Continued to work with Thames water on delivering flood mitigation 8. Developing our own programmes of works on the public highway Including doing further work on retrofit measures in a number of borough streets that will have impact on reducing flood risk. 9. started on Highways and future community de-paving schemes. 10. Sewer network remains a Thames Water asset that we have no remit over so we will continue to work with them to ensure we reduce the water flow off our highway to a minimum where possible.	M	Stable	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