

APPENDIX 1 - Corporate Risk Register – September 2022

Council Priority	Risk	Risk No.	Q1 22/23 Likelihood	Q1 22/23 Impact	Q2 22/23 Likelihood	Q2 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 progressing. Interim arrangements now in place with two procurement leads assisting with move to category management. Headline category management analysis shared with SLT. Draft Sourcing Strategy and Forward Plan to follow to SLT Sep/Oct. Includes approach to added value.</p>	M	Stable	Sukvinder Kalsi
Being ruthlessly financially efficient	Failure to maintain services to residents in the event of significant events/incidents where business resilience arrangements (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.</p> <p>Work has been undertaken to review where services need BCPs and to have these updated and uploaded onto our central Clearview system where they will be reviewed by the Emergency Planning Team. Training has been available to BCP leads weekly however at the time of writing a number of BCPs on Clearview are empty which presents a risk. Work continues on this matter</p>	L	Stable	Bram Kainth
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. Digital Services has undertaken work to enhance its email security, improving the filtering and monitoring of traffic from devices to prevent phishing attacks and malware contained within email which may result in user credentials becoming compromised. Internal Audit continue to provide assurance in this area.</p>	H	Stable	Jonathan Pickstone/ Veronica Barella
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. An appropriate naming convention for assets is in development to enable appropriate identification of H&F data. H&F alongside other London Boroughs are working with the Police, Probation Service, Health Service, and other partners to produce pan-London data sharing agreements (DSA) to support the lawful sharing of personal data in an efficient way through sharing resources. This work is being led by members of the Information Governance for London (IGfL) group, supported by the London Office of Technology and Innovation (LOTI). Digital Services has been recruiting to its new target operating model, we have successfully recruited to a new Information Security Manager post in April 2022. Digital Services will be recruiting to the Information Management Officer post in September 2022.</p>	M	Stable	Jonathan Pickstone/ Veronica Barella
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

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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., Ofsted and Care Quality Commission</p>	6	3	4	4	4	<p><u>Children's Services</u> 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. However it was noted that the caseloads within the children assessment teams (CAS) and for some newly qualified workers are too high. In response council has now agreed significant investment creating additional social work capacity to alleviate these pressures and maintain our high quality service.</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 newly established house ensures closer monitoring of placement needs and quality standards</p> <p>Ofsted inspected our specialist children's home for up to seven children with disabilities, in March 2022. The home is 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>Corporate BI is working alongside the Education and SEND division to develop a new 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 PVIs 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><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 Leads also carry out regular visit to provider locations and carry out quality checks in resident's own homes. Quality Leads are 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 four nursing homes 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 Asst Director 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> <p>The cost of living crisis will have a potential impact on the care market as some providers maybe forced to close.</p> <p>Also, we have two extra housing providers – Notting Hill Genesis & Shepherd's Bush Housing Group who have told us they wish to sell their extra care housing blocks. So, we have a major housing transfer and potential decants to deal with. We are trying to minimise any disruption and inconvenience caused to residents – as we are most concerned about the impact these changes may have on them.</p>	M	Increased	Jacqui McShannon/ Lisa Redfern

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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. A policy review timetable framework has been developed and is monitored monthly. The constitution is currently under review, following which a review of the Code of Conduct will be tabled.</p> <p><i>Staff training and induction:</i> Corporate induction training is provided to all new starters, existing staff (where appropriate) and for managers. Decision making training is being refreshed. People and Talent maintain and provide a wide range of training activities which include coverage of our HR policies. A range of training on other council policies is provided, including Domestic abuse against women and girls, Wellness at Work, Menopause & Me, 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 (2,308) 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	2	4	2	4	<p>The UK Terror Threat Level has recently been lowered from SEVERE 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 MTFA exercise was held on 15th November 2021 and a multi-agency flooding exercise was held on 10th January 2022. Further exercises are planned for the duration of 2022/23.</p>	M	Reduced	Bram Kainth
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	<p>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.</p>	L	Stable	Sukvinder Kalsi

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All Council Values	Unable to retain talented people in key posts at LBHF.	12	2	4	3	4	<p>In terms of key posts, we have signed up to the social worker London Pledge to help control costs. Providing an opportunity to work as a region to stop this growing trend in its tracks by sticking to the capped pay rates in our recruitment of new agency candidates. The aim is to be able to stabilise agency pay rates and achieve reductions over time. The maximum pay rates in the London Pledge (which relates to children's social work) offer local authorities flexibility in times of need.</p> <p>We attend London Councils Heads of HR where information is shared regularly relating to hard to fill / key posts. Work is underway at London Councils to broaden the appeal of Local Government in the employment market to make an impact on attracting suitable, high quality candidates.</p> <p>We are carefully monitoring the position and our HR Business Partners are working closely with SLT leads and their management teams to identify workforce planning needs going forward.</p> <p>On a more general level, the People Strategy implementation including the 'H&F Way' culture change movement includes the launch of 7 new staff-led networks addressing the issues that most concern our workforce to improve our employer reputation and ability to retain talent. Action plans are being developed following publication of the staff survey results and we're starting to prepare for the next survey.</p> <p>The People and Talent Team are leading on work to improve our Employer Value Proposition (EVP) and we have recently updated our Onboarding Portal used by new starters, and our 'Join Us' pages to reinforce the wide array of benefits available to H&F staff. We have also published a new Total Rewards intranet page accessible to all internal staff (August 2022).</p> <p>The Council is committed to staff wellbeing, learning and development and continues to deliver online and virtual wellbeing and learning and development events including Get Ahead, World Class Managers, Aspiring World Class Managers, Emerging Leaders, an Introduction to Project Management and much more. Most recently we have launched online learning relating to DVAWG and Customer Service Excellence. Future Wellbeing Wednesday sessions will focus on support for staff through the cost-of-living crisis. Wellbeing Wednesdays, Wellbeing Champions (mental health first aiders), mandatory recruitment for hiring managers and a suite of manager essentials courses.</p> <p>We continue to promote our H&F Academy offer (earn while you learn/apprenticeships) in key areas. Get Ahead and Apprenticeship schemes are making a difference. Workforce dashboards and KPIs are closely monitored.</p> <p>Our retention and turnover rates are stable but under constant review.</p>	M	Increased	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	4	4	4	4	<p>Following the H&S incident on site on 11 May, the Town Hall part of the site remains partially closed under the direction of the HSE, the area covered by the 'Direction to Leave Undisturbed' is now reduced to an area within the internal courtyard where the incident occurred. Works to other parts of the Town Hall are restarting but will be limited until the damaged steels are removed and surveys undertaken to confirm any remedial repairs to the existing structure. The HSE is undertaking an investigation of what caused the incident.</p> <p>The Council, Joint Venture and Ardmore are reviewing the programme in light of the incident and once steels are removed a revised programme will be agreed.</p> <p>On the above basis, the likelihood of this risk remains at "4".</p>	H	Stable	Jonathan Pickstone

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Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	16	3	4	4	4	<p>The department are looking at creative solutions across all areas to mitigate ongoing pressures.</p> <p>The Early support offers have launched. 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. Delivery savings targets have been a challenge, 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. There is ongoing work to mitigate the emerging pressures from 2024/25 of £1.8m including ongoing work to develop and identify alternative pathways for 16-25 cohort including Adult Social Care and Health pathways.</p> <p>There continues to be ongoing national shortages of therapists. Officers have been working in partnership with the Integrated Care Board (ICB) and provider to mitigate the gaps in SALT provision but to date they have been unable to source suitable locums, permanently recruit or identify sub-contractors with sufficient provision. Officers are regrouping with the ICB and provider to consider vacancies at a system/partnership level to ensure all opportunities have been exploited. The provider continues to be out to recruit for locums and/or permanent staff. They have also identified a third party provider who has some capacity in September which they are progressing to secure provision against some gaps.</p>	M	Increased	Jacqui McShannon
All Council Values	Management of complaints, requests for information, members enquiries	18	3	4	4	4	<p>Performance is on or exceeding target for all areas except Housing Service where there are still performance concerns about handling of repairs complaints an improvement plan is in place and being overseen by SLT.</p> <p>Regular reporting to SLT and controls are in place and action being taken to address areas of concern. LGSCO is satisfied with improvement trajectory and actions being taken.</p> <p>Main ongoing risk is with Housing Ombudsman who recently issued a finding by of a severe mal administration in relation to the way a repair complaint was dealt with in 2020. This matter has been investigated and a robust response prepared for the Ombudsman detailing all of the changes the services has implemented since that time including the introduction of an after-care service that checks with tenants following the repair to ensure they are satisfied and a much more appropriate level of compensation is provided when delays or problems occur.</p> <p>All ombudsman complaints and their handling are now overseen by an SLT led Board to ensure the Authority achieves a good level of service both to residents and those that regulate these services.</p>	H	Increased	Bram Kainth/ Jon Pickstone
Being ruthlessly financially efficient	Financial Management - Medium-Term Planning.	19	3	4	3	4	<p>The Council's financial operating environment remains challenging (with the expected pressure on public finances and the impact on services from the current high inflation levels). In addition, there are many national reforms in progress (business rates, social care funding, social housing rent caps) and there are substantial demographic and new legislative burdens. The Council has a well-developed and established medium term financial planning process (for revenue, capital and treasury management). Our current MTFs indicates significant budget deficits from 2023/24 (in excess of £15m in 2023/24) and plans are in progress to ensure a balanced budget for 2023/24. The General Fund financial position is relatively strong (stable debt levels, reserves and cash balances) but the outlook is more difficult on the HRA.</p> <p>The Council has also established strong in year financial governance arrangements (from Finance SLT to Departmental Finance DMTs). The CRM 2 report for 2022/23 indicated a pressure of £4.4m (before mitigations and use of unallocated policy contingencies). These financial matters will continue to be monitored formally throughout the Council.</p>	M	Stable	Sukvinder Kalsi

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Creating a compassionate council	Financial Management - in year budget 2022/2023 and Medium-Term Planning: Social Care	20	3	4	4	4	<p>Whilst social care balanced its 2021/22 budget and achieved its savings, the projected overspend for 2022/2023 is currently £4million (as at the end of month 4). This is due to the:</p> <p>1) the high volume of hospital discharges and the greater acuity of need. 2) even greater market instability following Covid-19 and workforce pressures. 3) the introduction of the Fair Cost of Care in 2023 is predicted to increase the cost of homecare to £22-23.00 per hour, from the current rate of £18.57 per hour. 4) Increased inflation.</p> <p>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. In addition, it is unclear the NHS will continue to fund the discharge to assess system which created significantly increased financial pressure on the social care budget. Migrations plans are in place to partly address the financial pressure. Consequently the director is not confident of being able to balance the social care budget this year.</p>	H	Increased	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; 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 - Stabilisation works are progressing and are due to finish early next year</p>	M	Stable	Bram Kainth
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
Creating a compassionate council	Coronavirus – spread of infectious disease, particularly affecting vulnerable groups of residents and workforce/ contractors providing front line services.	25	2	3	2	3	<p>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. Infection rates have been increasing recently (in line with the national trend), all departments are now working through recovery, if not back to BAU. We will continue to monitor the data and stand back up response if required.</p>	L	Stable	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	Bram Kainth
Taking Pride in Hammersmith & Fulham, Doing things with, not to residents	Repair system and contractor management not delivering performance at the required levels.	27	3	4	3	4	<p>There are robust contract management arrangements in place to manage contractor performance and to monitor their 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.</p> <p>An acceleration plan has been agreed and investment signed off to enable sustainable contract and improved service delivery, which includes reducing WIP, complex repairs, disrepair and voids. PPM programme with DLO. A few small specialist contractors have been 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.</p> <p>We are working to achieve within 6 months a recovered service to a target steady state (October). 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 withing the context of a medium term plan for transformation and capital investment.</p>	H	Stable	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	2	3	<p>Work with Western Riverside Waste Authority (WRWA) and other WRWA boroughs to seek alignment of priorities and minimisation of waste along with achievement of carbon reduction commitments.</p> <p>The likelihood risk has reduced from this quarter due to the new membership of the WRWA Committee.</p>	M	Reduced	Bram Kainth
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	Bram Kainth

APPENDIX 1 - Corporate Risk Register – September 2022

Council Priority	Risk	Risk No.	Q1 22/23 Likelihood	Q1 22/23 Impact	Q2 22/23 Likelihood	Q2 22/23 Impact	Current position	Residual Exposure	Status	Lead Director/ Risk Owner
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	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. Number of green infrastructure are increasing. 7 more schemes in the programme for this year. 2. x 2 Countess Creek Project with Thames Water have been completed and are working the Thames water Independent Review confirm that they had worked during the flooding event on 12 th July 2021. 3. Working with Economy on their regeneration projects to deliver enhance flood risk. 4. Continued to work with Thames water on delivering flood mitigation they have offered assistance on the de-paving programme we will roll out and offered flow data on the first phase of flood risk scheme in Brackenbury. 5. 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. 6. Highways are delivery de-paving schemes. 7. 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. 8. Flood Risk Board set up and meeting regularly and officers working Cllr Rowbottom (Flood Risk Czar) 9. Bi-monthly meetings with Thames Water set up – Challenge on action plan, programme and seek funding opportunities and joint working.	M	Stable	Bram Kainth
All Priorities	Failure to maintain services to residents or progress works or development because of provider failure or market failure. (This includes a legal requirements to step in where care agencies fail even if the council does not commission them)	32	New	New	4	3	Mitigations 1. Departments refreshing business continuity plans 2. Risk assessment of markets and high-risk contracts being undertaken by Contract Assurance Board to inform where alternative provision or arrangements may need to be planned 3. Risk management plan established for any residents who may be impacted 4. Regular reports to SLT Assurance		New	Sukvinder Kalsi
All Priorities	Supported accommodation providers, SBH & NHG are exiting the market, by 2023	33	New	New	3	4	Mitigations 1- Council steering group set up, chaired by Director Transformation meets every two weeks 2- Programme management plan in place 3- Risk management plans for all effected residents 4- Joint work with commissioners, operational response teams and providers 5- Regular reports to SLT		New	Lisa Redfern

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