

**Children's Services Risk/Challenges**

Department & Division	Short Description of Risk	Mitigation
<b>Children's Services</b>		
Children and Young Peoples Services	Increased demand as a result of the service being needs led	Targeting of earlier intervention through use of family group conferences, involvement of Family Assist services and monitoring of trends
Children and Young Peoples Services	Greater demand on services as more families experience prolonged duress and the impact of economic downturn due to the pandemic	Undertaking risk assessments and monitoring.
Education	Travel Care is determined by the needs of children with SEND and the extent to school placements are made out of borough and at a considerable distance from the child's home. Demand for Travel Care continues to rise.	The SEN Sufficiency Review commissioned for early 2022/23 will identify further opportunities for local SEN educational provision and inform how local provision can be developed in order to increase the number of children with SEN being able to access both local mainstream and special school places.
All Children's and Education Services	Contractual and Statutory inflation more than budgeted	Seek to minimise inflationary uplifts as far as possible, noting these are often legally enforceable contract clauses. Set aside corporate inflationary contingency
<b>Children's Services Total</b>		

**Social Care Risks/ Challenges**

Department & Division	Short Description of Risk	Mitigation
<b>Social Care</b>		
All divisions	Cost of Living - Current retail price index (RPI) are 14% and consumer price index (CPI) is 9.3% (Both November 2022) and the Office of Budget Responsibility is anticipating RPI to be 9.1% and CPI to be 7.4% in 2023. Inflation has been assumed for 23/24 at 5% and if Social Care providers are settled at 10% (including London Living Wage increases) there will be a cost pressure of £3.4m.	Commissioning and Finance will assess each individual provider request for additional uplift and present any variation after assessment. The department has submitted the workings through the Fair Cost of Care exercise as part of the remaining Social Care Reforms. Any inflationary increases will be as part of moving towards this rate (subject to budget availability) and a new ringfenced market sustainability grant will assist support funding of the settlement.
All divisions	Support at home (Homecare) procurement of new service contract model.	Outcome to be known as part of procurement exercise. As part of the social care reforms, there is a fair cost of care exercise has been undertaken and initial indications suggest the hourly home care rate is likely to be higher than the current assumed modelling for the home care procurement exercise (subject to budget availability).
All divisions	The local policy is for the direct payment rate to be consistent with the Home Care hourly rate (spot market.) As the Home Care rate is to be re-procured there is a likelihood that the direct payment hourly rate will also increase.	Outcome to be known as part of procurement exercise.
Learning Disability	Additional funding is required for the LD budgets to fund the increasing number of disabled young people transitioning into adult services. We have estimated that there are likely to be 65 more young people by 2026/27 creating a cost pressure on an already overspending budget.	Regular and robust review of residents' care is needed to ensure that care plans accurately reflect current assessed care needs.
All divisions	Social Care Reform - Impact of income tariff changes by raising the upper capital limit from £23,350 to £100,000 and the lower capital limit from £14,250 to £20,000. Means capping will be a proposed introduction of an £86,000 cap on personal care costs from October '25. (In LBHF this will be for residents who receive residential and nursing care services in care homes)	LA's to lobby for additional funding for the Social Care income related reforms.
All divisions	Covid-19 impact on mental health services, isolation, increasing drugs and alcohol and obesity will place further pressure on adult social care budget. Further modelling will be undertaken to estimate the financial risks involved.	Tight monitoring of the budget on a monthly basis, reprioritising and changing support as appropriate and as required.
<b>Social Care Total</b>		

**The Environment Department Risk/Challenges**

<b>Department &amp; Division</b>	<b>Short Description of Risk</b>	<b>Mitigation</b>
<b>Environment</b>		
Climate Change	Significant funding requirements for addressing the Climate and Ecological Emergency and achieving the Council's net zero carbon target by 2030	Financial strategy being developed to ascertain level of required investment and funding options
Highways	Hammersmith Bridge works are being undertaken at risk, pending confirmation of funding contributions from the Department for Transport and Transport for London	Continue to work with the Department for Transport and Transport for London
Street Environment Services	Provisional waste collection services are not yet agreed as part of the new contract (these are required to meet the Council's targeted 40% recycling rate)	Impact of waste collection prototypes being assessed. Expected to deliver longer term reductions in waste disposal tonnages and costs.
All divisions	Significant national inflationary pressures impacting on service spend and current service contracts (such as rising energy, fuel and materials costs)	Continue to work with service contractors to manage within existing budgets
All divisions	Potential national public finance pressures impacting specific grant funded services (such as Transport for London funded highways projects)	Plan for projects that can be scaled to match funding as far as possible
All divisions	Continued pressure on service demand and income due to the cost of living crisis	Continue to signpost residents to cost of living support. Closely monitor income performance, taking remedial action in year as required
All divisions	Ongoing pressure and challenges to secure funding for the Corporate Business Plan objectives	Continue to explore funding opportunities, both internally and externally to the council. Manage within existing resources as far as possible
<b>The Environment Department Total</b>		-

**Finance and Resources Risk/Challenges**

<b>Department &amp; Division</b>	<b>Short Description of Risk</b>	<b>Mitigation</b>
<b>Corporate</b>		
Council wide	Contract and pay inflation in excess of current budget assumptions	The 2023/24 budget proposals include a retained contingency for inflationary risks
<b>Corporate Total</b>		

**The Economy Department Risks/Challenges**

<b>Division</b>	<b>Short Description of Risk</b>	<b>Mitigation</b>
Economic Development, Learning & Skills	Adult Learning grant	
Regeneration & Development	Development Team - non-capitalised General Fund staffing costs	
Regeneration & Development	Abortive costs for development schemes	Officers are currently developing approaches to mitigate the risk to minimise any potential abortive costs. An earmarked revenue reserve of £5m is also set aside as further mitigation
Operations	Corporate Buildings income	Exploration of lease exit and moving archives to new location
Operations	Asset Strategy and Portfolio Management - Commercial property rental income	
Planning	Planning application fees income	Service to continue to pursue opportunities to maximise income through Planning Performance Agreements and reviewing fees and charges.
Planning	Planning - Exceptional costs	
Planning	Planning - Additional work to support the Hammersmith Town Centre supplementary planning document.	To be funded from the Planning reserve
Planning	Planning - Additional work to support the Hammersmith Flyunder business case	To be funded from the Planning reserve
Planning	Planning - Additional work to support White City Public Realm	To be funded from the Planning reserve
<b>Total</b>		