

Appendix 1 - Corporate Risk Register – March 2023

Council Priority	Risk	Risk No.	Q3 22/23 Likeli-hood	Q3 22/23 Impact	Q4 22/23 Likeli-hood	Q4 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>The Council has a well-established Corporate Procurement Team and recently a Peer review (by Cardiff City Council) of the Council's operating model for Commissioning and Procurement was completed. The Council is considering the outcomes and future options. 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>There has been initial development of work under the place category to support the pipeline of capital and HRA investment.</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. Sourcing Strategy agreed at Cabinet, now working through operational delivery plans. For social value this will include updated ITTs from the new financial year, refreshed training on evaluation of social value specifically and review of the contract with SVP for the future. Forward Plan been to SLT and further work is required by departments to refine their forward planning processes as we prepare for a change to procurement regulations later in the new financial year. .</p> <p>Work is now beginning on contract management overview with an in-depth focus at gap several times a year.</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 is being 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. The Environment will have all their plans completed in Clearview by end of March. Training dates are being put in place for other departments across the organisation who will need to input their plans into Clearview. Department BC plans currently in Word remain valid in the meantime.</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 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 enhanced 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. Digital Services are strengthening the security of shared tenancy data through standardising H&F, RBKC and WCC policies and controls to reduce the risk that a compromise of one boroughs data could affect all. Internal Audit continue to provide assurance in this area, with the most recent audit report dated September 2022 on Ransomware Prevention finding the councils controls for an attack as providing 'satisfactory assurance'. In Feb 2023 Digital Services participated in an expert led cyber security workshop and will be working through the key recommendations of the Cyber Treatment Plan to identify opportunities to improve the security of our systems further.</p>	H	Stable	David Tatlow
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 in 2021 and procured a software solution to enable the maintenance of H&F's asset register in 2022 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, and work has begun in 2023 to improve the quality of data</p>	M	Stable	David Tatlow

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							in the system working alongside service area contacts. 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 fill the Information Management Officer post in Feb 2023.			
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	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	4	4	3	4	<p><u>Children's Services</u> Ofsted: Recruitment continues for children's assessment team. The new duty cycle has commenced enabling teams to have four rather than three weeks between duty weeks. Refreshed inspection readiness activity in place for ILACS inspection anticipated this year.</p> <p>QA programme: Application of the rigorous QA Framework continues with a recent focus on care leavers to reflect the change making care leavers a separate inspection judgement. Planning has commenced for the next Practice Week in April.</p> <p>HMIP: July inspection rated the YJS outstanding.</p> <p>Corporate BI: Ongoing implementation of BAU dashboards for EHC service. Significant focus on SEN2 statutory return and data requirements for the SEND Inspection framework.</p> <p>School Improvement Team: 97% of schools good or outstanding. William Morris Sixth form went from RI to Good.</p> <p>SEND Inspection: SLT Assurance and CHESC briefed. Ongoing work with Council departments to ensure inspection readiness including BI data requirements and cross council work to ensure timely transitions for young people.</p> <p>Recent inspection of the Haven, confident of positive outcome. Appointed a new registered manager for the Haven through a get ahead opportunity on a career graded post.</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. Three out of four care homes are now rated as Care Quality Commission – Good. This is a significant improvement in quality and demonstrates the work that's gone into improve standards.</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. Monthly forums with all providers are in place. The Strategic Director also chairs a six-weekly CQC area leads meeting where all parties are keeping</p>	M	Reduced	Jacqui McShannon/ Lisa Redfern

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			Red	Red	Yellow	Yellow	<p>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 may be forced to close.</p> <p>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>			
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. New Fire Safety Regulations came into force 23 Jan 23; systems in place, reporting will be via monthly compliance-based report. Compliance based capital works, including fire door upgrades, sprinkler installation, dry riser installation etc continues. FRA actions (2,254) via DLO continue with estimated two-year completion date: 0 P1s and 583 P2s. Programme of lone working training & devices continues to be rolled out to officers.</p>	M	Stable	Jonathan Pickstone
All Council Values	Unable to retain talented people in key posts at LBHF.	12	3	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. Through London Councils, 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 our turnover position and our HR Business Partners are working closely with SLT leads and their management teams to identify workforce planning needs going forward. Whilst we are seeing some churn, our retention and turnover rates are stable but under constant review.</p> <p>The People Strategy implementation including the 'H&F Way' culture change movement has been refreshed to align to 3 key focus areas – healthy workplace, inclusive workplace and agile workplace with input from our staff-led networks addressing the issues that most concern our workforce to improve our employer reputation and ability to retain talent.</p> <p>People and Talent continue to lead on activities to further improve our Employer Value Proposition (EVP) and ensure we can continue to attract and retain talent. In addition to our new Onboarding Portal, we have signed up to secure accreditation with Timewise which will help to promote H&F as a fair and flexible employer. We have moved up a level in our accreditation for Disability Confident and have signed up to Purple Space and Opening Doors. Other initiatives we are actively promoting to raise our EVP and secure talent for the future is our H&F Academy (apprenticeships, graduates, supported interns & Get Ahead) for which we have been shortlisted as finalists with PPMA Excellence in HR and the LGC (again this will ensure we can attract new talent and retain existing talent through reinforcement of our</p>	M	Stable	David Tatlow

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							<p>commitment to being a learning organisation. We have published our new Total Rewards intranet pages 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>New initiatives include our enhanced offer for Care Leavers and delivery of our corporate disability equality training.</p>			
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	14					<p>The project remains at 4 based on the delays to the programme from the incident, termination of architects and commercial and contractual discussions. Highlights include:</p> <ul style="list-style-type: none"> - Investment Requirement - Investment paper agreed at Cabinet on 6th February, outlining 10 recommendations. This will be reflected in the highlight report for the next reporting period. - Contract A (Town Hall build): Collapsed steelwork removal is complete, with the Phase 1 steel installation recommenced and Phase 3 Truss installation commenced. - Contract B: Works continue to progress at a good pace with the show apartment complete in block C (King Street side) and the foundations and pile caps complete in the commercial block housing the energy centre, cinema and other commercial spaces. <p>Without ownership and strategy for building operational IT, Digital Services cannot deliver the required network facilities. In addition to this, the builder Ardmore has not made available a detailed programme plan.</p>	H	Stable	Jonathan Pickstone
Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	16					<p>The Early Support offers: positive take up by schools and other providers. This is a long term strategy for which the measurable financial gains will take some time to realise.</p> <p>The SEND Transformation programme: Monitored monthly, these meetings are data driven to monitor and measure the impact of the changes that have been implemented.</p> <p>Delivery savings targets: Pipeline savings modelled for 2024/25 and 2025/26 to close the structural in year budget gap in line with the Safety Valve requirements however the delivery of the savings remain high risk and require significant engagement from Adults to support progressing timely transitions to adult services.</p> <p>COVID Impact: Increase in requests for ECHNAs and EHCPS which is linked to the number of children coming into early years and year 1 with additional SEND needs. This creates additional pressure on the high needs block. This concern is also acerbated by the impact of rising costs for schools with no increase in funding.</p> <p>Therapist shortages: Officers have been working in partnership with the Integrated Care Board (ICB) and provider to mitigate the gaps in SALT provision however there does remain pressures in the system which the provider continues to work closely with schools on.</p>	H	Stable	Jacqui McShannon

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All Council Values	Management of complaints, requests for information, members enquiries	18	4	4	4	4	<p>There are still performance concerns about handling of repairs and associated 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. We have received judgements of severe maladministration in respect of four cases. The risk of an inspection or further intervention is increased by this. These judgments relate to older cases. All cases have been investigated and robust responses prepared for the Ombudsman detailing all of the changes the services have implemented since that time. 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. A review of all cases currently with the Ombudsman is being completed and the cases being closely managed by the service, along with a review to identify and implement improvements arising from recent Ombudsman reports.</p> <p>An enquiry has also been received from the Housing Regulator in respect of a damp and mould case. The case is known to us and being resolved.</p> <p>Potential risk in respect of SARs performance and ICO intervention as compliance is at a low level and ICO have intervened in other London Boroughs Focussed work on this to identify root cause and areas for improvement. There has been significant improvement in SARS performance in the first month of quarter 4.</p>	H	Stable	Bram Kainth/ Jonathan 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 and interest rates). This will increase all operating costs including pay and external service contracts, affect the affordability of regeneration programmes, reduce our commercial income and increase arrears on rents, council tax, business rates as households, visitors and businesses reduce costs. It will also impact of services especially homelessness and other welfare services. 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 2024/25 (in excess of £18m in 2024/25) The General Fund financial position is relatively strong (stable debt levels, reserves and cash balances) but the outlook is more difficult on the HRA (although the recent decision by Cabinet on the 6 February 2023 on rents/service charges has increased financial resilience of the HRA).</p> <p>The Council has also established strong in year financial governance arrangements (from Finance SLT to DMTs). The CRM 9 report for 2022/23 indicates a residual pressure £1.9m (before mitigations and use of unallocated policy contingencies). A balanced revenue outturn is expected for 2022/23 and the full details will be reported in the Outturn Report to Cabinet in September 2023. It is expected that some additional use of reserves will be required on the HRA in 2022/23 (in addition to the £4.1m planned).</p>	M	Stable	Sukvinder Kalsi
Creating a compassionate council	Financial Management - in year budget 2022/2023 and Medium-Term Planning: Social Care	20	4	4	2	4	<p>The adult social care and public health budgets will balance this year 22/23 and have delivered their required savings.</p> <p>The required savings and growth have been agreed for 23/24 following the MTFS process.</p> <p>The adult social care budget continues to be very pressurised due to the requirements of the Fair Cost of Care funding reforms; inflation and price increases and the market volatility.</p>	M	Stable	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</p>	M	Stable	Jonathan Pickstone

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							<p>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.</p> <p>A risk assessment training course has been added to the learning zone, and in addition a large part of the IOSH Managing Safely Course concentrates on risk, to date numerous teams across the council have successfully completed the course and attained IOSH accreditation. Those teams taking up the training have included HR, Events, Housing, Fire Teams and Adult Social Care. The risk assessment database has been signed off and will be added to the incident reporting system commencing 1st April 2023, this will allow managers to add risk assessments in one easily accessible location.</p>			
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 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 in the last phase and the frames will be in place in April with the bridge moving out of substandard category.</p> <p>Main Works – Business case being developed to take to DFT board. Procurement have begun to develop documents required for a design and build contract. The truss option is being consulted with key stakeholders and planners.</p>	M	Stable	Bram Kainth
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	3	4	3	4	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 occurrences and the council has an important supporting role.	M	Increased	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. leading to reputational damage, enforcement action and external intervention, legal disrepair cases and Category 1 Hazards, HHSRS, Damp, Mould, Falls, etc.	27	3	4	4	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. Pushing forward procurement to increase capacity and financial envelope of specialist contractors and bring on further specialists in disrepair.</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, upstreaming 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.</p>	H	Increased	Jonathan Pickstone

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			Yellow	Yellow	Red	Red	Dedicated damp and mould team in place, expanding DLO to provide flexible, responsive resource. Category 1 hazards de-risked through interim measures such as mould washes, dehumidifiers and decants. Weekly strategic meetings with cross council involvement. Prioritisation of vulnerable groups. Stock condition survey on hold but proactively reviews key Category 1 Hazards when relaunched, expected March 23.			
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 have been factored into the new waste service contract, however there is little clarity on how the Act will be implemented at present until detailed regulations and guidance have been published. We believe requirements specifically for food waste collections will be available imminently and we already have plans for introduction of food waste that we anticipate will meet these.	M	Stable	Bram Kainth
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. 10. Action plan approved by SLT 11. Thames Water delivering a programme of adding Non Return Values (NRV) to often further protection to properties. 12. Thames water undertaking surveys to add further measures they have written to 1,461 properties in H&F. 331 of them that had previously reported their flooding and 1,500 believed to have flooded 13. Working with other boroughs such as Camden, Westminster and RBKC who are part of the chain of sewers that impact Hammersmith and Fulham on another initiatives such as lobbying for insurance provisions for London properties, joint bids for funding and aligning projects.	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 requirement to step in where care agencies fail even if the council does not commission them)	32	4	3	4	3	1. Departments have well developed business plans and these are being refreshed. 2. Risk assessment of markets and high-risk contracts being undertaken by Contract. 3. Assurance Board to inform where alternative provision or arrangements may need to be planned. 4. Forward Plan of major contract re-procurements over the next 18 months has been developed. 5. Risk management plan established for any residents who may be impacted. 6. Regular reports to SLT Assurance.	M	Stable	Sukvinder Kalsi
All Priorities	Supported accommodation providers, SBH & NHG are exiting the market, by 2023	33	3	4	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	M	Stable	Lisa Redfern

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							NHG sales now confirmed to Housing 21 therefore risk is reduced. Leader's delegation regarding SBH being sought - business cases are being developed regarding acquisition options across ASC, CHS and community safety. It is envisaged that in the next quarter a clearer picture of mitigating actions to be taken further to reduce risk on SBH.			

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.
- Risk Owner 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