

Appendix 1 - Corporate Risk Register – October 2023

Council Priority	Risk	Risk No.	Q1 23/24 Likelihood	Q1 23/24 Impact	Q2 23/24 Likelihood	Q2 23/24 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. The Contracts Assurance Board meets weekly to ensure governance compliance, consider new future procurement legislation, the major medium-term procurements that are in progress and to update our policies e.g., Social Value Policy, as necessary.</p> <p>Under the IT system category procurement portal, Digital Services supports departments through the procurement process with Strategic Relationship Managers and project delivery team – however, these are project delivery experts and not procurement experts. The current model – where services are meant to nominate a business lead for their digital and IT contracts – is under-resourced and will be reviewed. With the new Public Sector Procurement Bill coming into effect from October 2024, there is an increased risk that the lack of resourcing around digital and IT procurement could lead to procurement failure and/or an inability to secure the best value for the contract. There is also a significant cybersecurity risk if adequate resourcing is not in place to ensure suppliers are properly assessed and monitored throughout the lifetime of a contract. A robust process to comply with standing orders exists as well as fortnightly contract monitoring process.</p> <p>The Assistant Director Procurement and Commercial is leading on a number of workstreams including Category Management (shared with SLT), Sourcing Strategy agreed at Cabinet, refresher training on procurement/evaluation of social value and progressing the operational delivery plans.</p> <p>A Forward Plan was also recently considered by SLT, and further work is required by departments to refine their forward planning processes.</p> <p>The Council is also refreshing the reporting of performance against the main contracts, with a view to preparing for the new procurement regulations focus on performance.</p>	M	Stable	Sukvinder Kalsi
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.</p> <p>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'.</p> <p>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. Digital Services are seeking assurances from third parties who provide/support multiple systems and platforms for the Council that they have adequate cyber security arrangements in place to mitigate the potential for loss of services provided.</p>	H	Stable	Nicola Ellis
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.</p> <p>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. work has begun in 2023 to improve the quality of data in the system working alongside service area contacts. In partnership with other London Boroughs and the London Office of Technology and Innovation (LOTI) H&F has documented data sharing agreements with the Police, Probation Service, Health Service, and other partners to support the lawful sharing of personal data in an efficient way. Digital Services has recruited to its new target operating model, and recruitment of a Senior Information Security Officer has taken place to support delivery of our Cyber Treatment Plan.</p>	M	Stable	Nicola Ellis
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 is 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	3	3	<p><u>Children's Services</u></p> <p>Ofsted: Our Annual Assurance conversation with Ofsted recognised our effective support for vulnerable children evidenced through the range of previous inspection activity and further evidence through our annual self- assessment.</p> <p>QA programme: Practice week completed recently in October, analysis in process.</p> <p>HMIP: July 2022 inspection rated the YJS outstanding. No further inspection expected for 2-3 years.</p> <p>Corporate BI - Continued focus on data requirements for the SEND Inspection Framework and on completion of CYPS statutory returns.</p> <p>School Improvement Team: 100% of schools are rated good or outstanding.</p> <p>SEND Inspection: SEF has been updated and shared with stakeholders. Inspection prep group has been meeting regularly in ensure plans are in place. Recent QA processes are also being honed to focus on inspection readiness.</p> <p><u>Adult Social Care</u></p> <p>ASC commissioning work closely with commissioned providers to manage risk through regular and focused contract monitoring meetings. Contract monitoring meeting will now include an agenda focussed on what resident have said about services and what providers are doing to address these issues. For homecare providers, weekly SITREP meeting are held and commissioning in liaison with our Quality Assurance Leas also carry out regular visit to provider locations and carry out quality checks in resident's own homes. Quality Lead are focused on understanding home care provider systems and processes 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 has 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 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>Shepherd's Bush Housing Group divestment is still ongoing but has been managed corporately. Discussions are ongoing between children's, adults, economy, Housing and property about how to best adapt and use council assets to meet needs and ensure more stable local provision is available going forward. Children services and community safety have purchased a number of the shepherds bush housing group properties, and this has lowered risks.</p> <p>Notting Hill Genesis services have been sold and novated over to Housing 21 who are keen to work with the council moving forward. Adult social care is developing a positive and constructive partnership with Housing 21.</p>	M	Reduced	Jacqui McShannon/ Linda Jackson
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	8	3	4	3	4	<p>Policies are reviewed bi-annually at SLT Assurance and the 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. Reporting also identifies emerging fraud risks and proposed mitigations. 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 Council has joined the London Fraud Hub which matches a number of data sets across councils in London to highlight potential fraud cases for investigation.</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>Corporate property remains compliant with 90% compliant score over the last three years and completion of recommended remedials within the reports. Internal audit review is currently underway to assure FM's compliance and repairs practice.</p> <p>Housing stock remains compliant across key areas - gas, electrical safety, water, gas, asbestos, and fire – monthly rolling monitoring programme in place. Risk based assessment in place for 19 buildings over 18+ metres with combustible spandrels/infill panels. Data uploaded to LFB portal. New Fire Safety Regulations came into force 23 Jan 23; systems in place, reporting will be via monthly compliance-based report. The Building Safety Act requires all buildings over 18 metres must be registered with the new regulator by 30 September; all Housing's 49 High Rise Buildings have been registered.</p> <p>Compliance based capital works, including fire door upgrades, sprinkler installation, wet riser installation etc continues including tower blocks at Edward Woods and Charecroft. Fire Risk Assessments (FRAs) are undertaken in line with fire safety management system. The resulting actions (1,815), which fluctuate as new FRAs are completed are monitored weekly and prioritised according to risk, currently there are zero Priority 1 hazards outstanding. Programme of lone working training & devices continues to be rolled out to officers. Independent Audit undertaken by external auditors, Pennington, all areas satisfactory and audits by Mazars satisfactory too. A programme of structural surveys is being drawn up as part of on-going monitoring of the housing portfolio. The initial focus is on buildings over 11 metres in height, 49 HRBs are complete. Structural works to address known identified issues are in train, there is no known evidence of Reinforced Autoclaved Aerated Concrete.</p>	M	Stable	Jonathan Pickstone

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All Council Values	Unable to retain talented people in key posts at LBHF.	12	3	4	3	4	<p>Our percentage turnover is currently showing a downward trend, slightly above the corporate target of 10%.</p> <p>In terms of key posts, whilst we have signed up to the social worker London Pledge to help control costs, we continue to work closely with business leaders and wider partnerships to identify initiatives to grow our own talent and promote more widely the benefits of working for H&F.</p> <p>Work continues across London Councils to broaden the appeal of Local Government in the employment market to make an impact on attracting suitable, high-quality candidates and we have joined and are actively involved in the LGA Local Government Recruitment Campaign</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>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. 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 awarded Winners with PPMA Excellence in HR. We are also shortlisted finalists in the category of Best Large Employer and have been approached by the LGA and have published a recent blog on what we are doing at the Council to embrace and embed our commitment to inclusion.</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.</p> <p>Our internal progression initiative is pivotal in helping us to retain key skills.</p>	H	Stable	Nicola Ellis
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	14	3	4	3	4	<p>The project has been delayed due to the impact of the site incident in May 22 and the consequences of the termination of the original architects by the contractor, together with wider commercial and contractual discussions. In terms of Contract A (Town Hall building), the collapsed steel work has been replaced and work is now progressing well on site and is being monitored by the Client Management Team (CMT) daily. A revised build programme was received from the contractor in May 23 which includes a revised completion date of early summer 24. This is subject to ongoing detailed scrutiny and challenge by the CMT. Regarding contractual issues, the contractor has recently submitted a loss and/or expense claim in respect of Contracts A and B which is currently being assessed by the Council. Additional expertise has also been brought into the Council team including in the areas of contract delay analysis and damp specialists. The commercial strategy for the town hall is being advanced, including the procurement strategy for various catering operations within the building, retail/food and beverage space, 6th floor restaurant, cinema operator and office accommodation.</p> <p>In terms of contract B (new build homes and commercial space) construction work continues to progress at a good pace with completion programmed for summer 24. The residential sales marketing suite and show apartment on King Street opened in June 23, several marketing events were held throughout the summer and early autumn. Sales of the private flats are progressing steadily despite the wider economic challenges of high interest rates etc. Affordable units to be launched early 2024.</p>	H	Stable	Jon Pickstone
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 SEND Transformation programme: All key SEND documents have now progressed through governance and final versions published.</p> <p>Delivery of savings targets: Small surplus forecast for 2023/24 subject to delivery of agreed savings programmes which remain on track.</p> <p>COVID Impact: SEND growth has remained in line with predictions.</p> <p>Therapist shortages: Successful recruitment by SALT provider with new capacity on stream this term to mitigate remaining gaps.</p>	M	Stable	Jacqui McShannon

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All Council Values	Management of complaints, requests for information, members enquiries	18	4	4	4	4	<p>Performance concerns persist regarding the completion of repairs and resolving complaints. However, an improvement plan is currently being developed and will be shared with SLT and politicians by July 2023.</p> <p>The Housing Ombudsman cases continues to present a significant ongoing risk as we are now under active investigation by them (June 2023). We previously reported that we had nine severe finding in six cases, whilst now we have 14 findings in nine cases, the majority of which are associated with historic cases (as noted previously), and we have undertaken their recommendations. The housing Ombudsman has also contacted us for evidence prior to them making a judgement on the handling of H&F housing related complaints. This report is due in January, and we have provided them with all the requested information.</p> <p>Our previous update noted that the Social Housing Regulator requested information on nine points. We have now provided them this information and have also been producing monthly reports to demonstrate how our complaints, repairs and tenant satisfaction meets consumer standards. We are still awaiting their judgement. The Social Housing Regulator has also requested a response to nine separate points to determine whether H&F have not met consumer standards for residents. We are meeting the Regulator in July to discuss our response to them.</p> <p>In order to mitigate against the complaint failures, we have set up the Complaints and Disputes Resolution team, which have been instrumental in resolving historic cases and significantly reducing open complaints. As also previously reported, housing complaints performance is also overseen by an SLT chaired board, with regular oversight of the progress being made.</p> <p>Previously it was noted that Stage 1 & 2's would move over to Housing from Corporate, and this has now happened. Housing Management complaints will move over in November whilst the remaining complaints for housing will follow suite later.</p> <p>In terms of RAG Rating, the risk remains high as we are still awaiting judgements from both the Housing Ombudsman and Social Housing Regulator. However, our performance in terms of complaints management has improved substantially with no overdue housing repair complaints outstanding since the 24th September. The RAG status will be reviewed once the judgement has been made.</p>	H	Stable	Jon Pickstone/ Nicola Ellis
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 macro-economic inflationary/interest pressures, lower household incomes and rising unemployment). 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.</p> <p>The Council has a well-developed and established medium term financial planning process (for revenue, capital, and treasury management). SLT have been provided with a preliminary MTFS budget gap for the period 2024/25 to 2027/28. There will be considerable work taking place corporately across summer 2023 to meet the 2024/25 budget gap. 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). The Council has established strong in-year financial governance arrangements (from Finance SLT to DMTs).</p>	M	Stable	Sukvinder Kalsi/
Creating a compassionate council	Financial Management - in year budget 2022/2023 and Medium-Term Planning: Social Care	20	2	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	Linda Jackson
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 Health and Safety Executive enforcement this quarter and for the previous quarter.</p> <p>The annual health and safety at work report highlighting the council's activities and performance for 2022/23 was presented to the Council's Audit Committee on 26th July 2023.</p> <p>Staff training programmes and activities have been extended including a risk assessment training course which has been added to the learning zone. 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 added to the accident and reporting system and is now in operation with a training module attached as well as monthly training sessions for staff.</p> <p>The Corporate Safety Team are in the process of reviewing team risk assessments as part of their audit process over the next three months. A new training module is being finalised to go on the learning zone on the topic of violence and aggression and will be shared at the next meeting of the health and safety board in November, also at that meeting will be the fire strategy document for the new campus site.</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>Works for stabilisation is in the final stage with the jacking operation starting in late July. Procurement has started for the main works. CCSO and monitoring continues and 24/7 personnel on the bridge. Work continues to stabilise the bridge with the pedestals in case in concrete and the next phase will be to Jack the bridge to replace the barings.</p>	4	Stable	Bram Kainth

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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	3	4	3	4	The Climate Emergency Unit and climate strategy for a net zero borough by 2030 are in place along with a 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 is underway with local businesses and organisations through the H&F Climate Alliance, and H&F has been a leader in designing and implementing the UN's climate education programme. 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.	M	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. leading to reputational damage, enforcement action and external intervention, legal disrepair cases and Category 1 Hazards, HHSRS, Damp, Mould, etc.	27	4	4	4	4	<p>Overall, we are trying to mitigate against this risk, in-line with direction set by internal audit, the monitoring officer, the Housing Ombudsman, and the Social Housing Regulator.</p> <p>The repairs team are focused on the day to day contract and WIP management of our external contractors and our in-house Direct Labour Organisation (DLO), with 70% of all current jobs within a three month window which is a positive movement of completions. The service is delivering over 1,000 jobs per week and new contractors for Plumbing and Electrical works are being on boarded in November 2023 for winter volumes of repairs.</p> <p>The DLO has been expended and will be focused on in dwelling repairs during the winter months to further manage and support leaks and repairs and we have recruited and mobilised additional external contractors, which are fully focused on Voids, Ombudsman, Stage 2, disrepair and Mould and Damp cases.</p> <p>Internal staffing structures recruited with a Head of operations employed with a team dedicated and focused on Capital works and complex repairs and disrepair cases.</p> <p>Contractual levers are being used to deal with performance failures and to further protect the council's position financially and contractually with our client obligations.</p> <p>Damp and Mould cases have reduced to less than 41 jobs outstanding and within a 30-day period. Disrepair cases being managed and run down with positive gains on Communal repairs. Staff structure and new resources under way and the service is targeting 80% of WIP within 3 months.</p> <p>Reprofiling of estates and repairs across the existing lots are under reviewed with a proposal to target early service failures (New jobs) with an aim to have all live jobs delivered in time. Target 80% by end of December 2023.</p> <p>In order to fund this additional capacity, we have refocused £43 million of spend onto repairs over the forthcoming three years, in addition to existing repairs budgets. This is mostly capital spend given the complexity of many jobs in our backlog.</p> <p>We have several priorities including reducing the backlog of legal disrepair cases, complaints including Ombudsman cases, and keeping our residents safe. We also seek to reduce the backlog of work-in-progress (WIP) to sustainable levels and reduce revenue loss to the council by reducing the number of outstanding voids.</p> <p>Key risks remain managing across multiple critical priorities and substantial long-term and ongoing challenges, managing a greater number of repairs contractors, and improving the repairs service without excessively pressuring the Housing Revenue Account.</p>	H	Stable	Jonathan Pickstone
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. Requirements specifically for food waste collections and some other waste streams were made available on 21 st October with a 4-week consultation period. We will participate in the consultation and identify any opportunities as well as risks that the proposals present for LBHF.	M	Stable	Bram Kainth

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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	<p>Mitigations:</p> <ol style="list-style-type: none"> 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 infrastructures are increasing. Seven more schemes in the programme for this year. 2. x2 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 12th 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. Thames Water have installed NRV in key locations such as Hammersmith Grove. 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 other initiatives such as lobbying for insurance provisions for London properties, joint bids for funding and aligning projects. 14. Creation of a London Surface Water Management group to push for increased mitigation for London. 	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	<p>The following frameworks are in place to mitigate the potential risks:</p> <ol style="list-style-type: none"> 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

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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