

Corporate Risk Register – February 2024

Council Priority	Risk	Risk No.	Q2 23/24 Likelihood	Q2 23/24 Impact	Q3 23/24 Likelihood	Q3 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>No change</p> <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 accurately 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> <p>The working group for the new regulations is working through the technical changes at present.</p>	M	Stable	Sukvinder Kalsi
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation, and compliance.	4	3	4	3	4	<p>No change</p> <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	<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	3	3	3	<p>No change</p> <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, demonstrated strong performance. Plans are in place for areas we want to further strengthen.</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>	M	Reduced	Jacqui McShannon/ Linda Jackson

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							<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>			
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	8	3	4	3	4	<p>Updated</p> <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. Updated versions of the documents were shared with Committee members for comment in June 2023. 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. The strategy is based on the Fighting Fraud and Corruption Locally strategy published by the LGA, which is currently being reviewed. Once the new Strategy is published, the Council documents will be subject to further review. 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. A growth bid has been approved to create an internal data warehouse to provide reporting and dynamic checking capabilities for enforcement/investigation staff and frontline staff carrying out checks for eligibility to services for new applicants.</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>No change</p> <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 the six key areas - gas, electrical safety, water, gas, asbestos, and fire. An Audit undertaken in July and a review in November 2023 by external auditors Pennington provides independent assurance. New Fire Safety Regulations came into force 23 Jan 23; first year of inspections complete and will inform future programme of door upgrades. The Under the Building Safety Act all Housing's 49 Higher Risk Buildings have been registered with the Regulator and London Fire Brigade.</p> <p>Compliance based fire safety works continue at Poynter, Norlands and Stebbing House to the external facade, projected costs have risen significantly owing to further identified issues; mitigation includes engagement of independent quantity surveyor to provide additional due diligence and Govt. Grant application made.</p> <p>A contractor has commenced design works for external fire safety fabric works at Charecroft (Shepherd, Bush, Roseford and Woodford Ct); logistically challenging site and change of freeholder (not H&F) for Shepherd and Bush Ct, is currently in train; working with landowner on handover.</p> <p>Fire Risk Assessments (FRAs) are undertaken in line with fire safety management system. The resulting actions (2,533), which fluctuate as new FRAs are completed are monitored weekly and prioritised according to risk, currently there are zero Priority 1 hazards outstanding. A programme of structural surveys is being rolled out as a pilot 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. There is no known evidence of Reinforced Autoclaved Aerated Concrete.</p>	M	Stable	Jonathan Pickstone
All Council Values	Unable to retain talented people in key posts at LBHF.	12	3	4	3	4	<p>Updated</p> <p>Our percentage turnover is currently showing a slight rise of just over 1% at 11% and remains just above the corporate target of 10% which will continue to be monitored.</p> <p>In terms of key posts, we are continuing to work closely with CHS to explore options to support recruitment and retention of social workers including a 'deep dive' to analyse churn more closely.</p>	H	Stable	Nicola Ellis

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							<p>Additionally, we continue to work with senior business leaders to ensure we understand ongoing implications associated arising from challenges with 'hard to fill' posts so that we can identify appropriate workforce planning needs and take appropriate early action including initiatives aligned to growing your own talent through our internal development talent management programme alongside promoting more widely the benefits of working for H&F. 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. We continue to lead on activities to further improve our Employer Value Proposition (EVP) and ensure we can continue to attract and retain talent including but not limited to Timewise (helping to promote H&F as a fair and flexible employer), Disability Confident, Purple Space, Opening Doors and we are recognised as an Age Friendly Employer. 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 received a number of awards during 2023 including Winner of Best Large Employer (Regional)</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. Our internal progression initiative is pivotal in helping us to retain key skills.</p>			
Doing things with, not to residents	Failure to deliver the Civic Campus Programme.	14	3	4	3	3	<p>Updated</p> <p>The project has been delayed due to the impact of the site incident in May 22. Works are now progressing on site and is being monitored by the Client Management Team (CMT). Meetings to review the overall programme are currently being arranged to provide an updated programme.</p> <p>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>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 should be launched during 2024. The Q.3 Impact score is lower than Q2. And now rated '3'.</p>	M	Reduced	Bram Kainth
Creating a compassionate council	High needs budget pressure continues, impacting on provision of services for vulnerable young residents.	16	3	3	3	3	<p>No change</p> <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>Financial pressures continue to be felt across the school system in the context of current inflation levels and the pay award which are in excess of the annual growth in allocation. Discussions are held regularly with school partners in relation to these challenges and school partners are regularly briefed on the position of the High Needs Block via Schools Forum, including the limitations in relation to inflationary uplifts and are reminded of their role as joint stewards of the High Needs Block and our commitments to managing expenditure within our annual allocation and the Safety Valve Agreement.</p>	M	Stable	Jacqui McShannon
All Council Values	Management of complaints, requests for information, members enquiries	18	4	4	4	4	<p>No change</p> <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>	H	Stable	Jon Pickstone/ Nicola Ellis

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							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. 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 24 th September. The RAG status will be reviewed once the judgement has been made.			
Being ruthlessly financially efficient	Financial Management - Medium-Term Planning.	19	3	4	3	4	Updated The Council's financial operating environment remains challenging (with the macro-economic inflationary/interest pressures, lower household incomes and rising unemployment). This has increased operating costs including pay and external service contracts, affects the affordability of regeneration programmes, reduces our commercial income, and increases arrears on rents, council tax, business rates as households, visitors and businesses reduce costs. It also impacts 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). The 2024/25 General Fund and HRA budgets have been balanced and were approved through February. There will now be considerable work taking place corporately across summer 2024 to meet the 2025/26 budget gap. The General Fund financial position is relatively strong (stable debt levels, reserves, and cash balances) but the outlook remains more challenging on the HRA. The Council has established strong in-year financial governance arrangements (from Finance SLT to DMTs).	M	Stable	Sukvinder Kalsi/
Creating a compassionate council	Financial Management - in year budget 2023/2024 and Medium-Term Planning: Social Care	20	2	4	3	3	Updated The month 6 forecast for adult social care was a £3.8m overspend and is unlikely to be balanced by year-end, though there are identified potential mitigations of £0.930m. Live risks and pressures include: <ul style="list-style-type: none"> • impact of the hospital discharges placed by NHS and requiring reassessment of care is increasing social care costs, • impact of cost of living pressures on the care market providers • delivery of budgeted savings The required savings and growth have been agreed for 24/25 following the MTFs process. The adult social care budget continues to be pressurised due to the requirements of the Fair Cost of Care funding reforms; inflation and price increases coupled with market volatility. The department meets on a fortnightly basis to review commissioned care with the aim of managing demand and cost where possible and appropriate.	M	Increased	Linda Jackson
All Council values	Corporate management of Health and Safety	21	3	4	3	4	No change 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. 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 26 th July 2023. The next annual report will be shared with the Councils Audit Committee at the end on the financial year. 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 achieved 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. The Corporate Safety Team are in the process of continuing to review team risk assessments as part of their ongoing audit process. 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 and SLT when it has been reviewed and agreed by HR and other interested parties such as front-line management teams. Conflict management training courses are being delivered throughout the rest of this financial year and into the next to prepare staff with any violent and aggression incidents that may occur.	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	No change Works for stabilisation is in the final stage with the jacking operation starting in late summer. Procurement preparation 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 encased in concrete and the next phase will be to finish the steel works and then jack up the bridge to replace the barings.	4	Stable	Bram Kainth
Rising to the	Failure on the part of the Council to	26	3	4	3	4	No change	M	Stable	Bram Kainth

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challenge of the climate and ecological emergency	mobilise its response to the Climate Change emergency.						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.			
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>Updated</p> <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 92% 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 now mobilised and delivering works on day-to-day repairs.</p> <p>The DLO overall WIP at 89% in target has been expended focusing on in dwelling repairs (White City) and Sheltered schemes. New leak detection team now recruited and mobilised additional external contractors.</p> <p>432 voids completed since April 2023 with a backlog of 154 properties now with the voids team. Target of 70 voids as BAU for April 2024 is being prioritised with weekly working groups focused on lettings and allocations to support void levels.</p> <p>Disrepair cases are now dropped to 151 homes (25 completed cases in the last week) with live repairs which has reduced from 600 in July 2023. The April 2024 target of less than 100 cases. 6 new claims received this week.</p> <p>Damp and Mould cases have reduced to less than 151 jobs in target with a 20-day period. 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 continue to prioritise 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) which has reduced to 3,708 live jobs and continue to target 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	<p>No change</p> <p>Work to feed into any further Defra consultation on potential changes.</p> <p>Likely and foreseeable changes have been factored into the new waste service contract, however there is still little clarity on how much of 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 have been made available, we have fed into consultations on these and have been notified of initial funding available for food waste recycling with more detail to follow. The initial funding being made available will not cover our costs and we are making Defra aware of this.</p>	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	31	3	4	3	4	<p>Updated</p> <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. 	M	Stable	Bram Kainth

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	systems (gullies) which results in widespread flooding and consequent damage to homes and businesses. Fluvial flooding as the most at risk London Borough.						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. Bi-monthly meetings with Thames Water set up – Challenge on action plan, programme and seek funding opportunities and joint working. Flood Action plan approved by SLT. 9. 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. 10. 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. 11. Creation of a London Surface Water Management group to push for increased mitigation for London. 12. Joint climate adaptation steering group has been established which covers all departments across and promotes joint working and good practice. 13. Highways and Parks have carried a number of joint flood risk schemes around Eel Brook Common. 14. Atkins are currently working on an adaptation strategy for the borough focusing on extreme heat and flooding.			
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	No change The following frameworks are in place to mitigate the potential risks: 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

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. This is the person or team best positioned to manage the identified risk