

Council Priority	Risk	Risk No.	Q3 24/25 Likeliho od	Q3 24/ 25 Impact	Q4 24/25 Likeliho od	Q4 24/ 25 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	Current Position 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. Planned Mitigations Assistant Director Procurement and Commercial leading on several workstreams including Category Management (shared with Strategic Leadership Team (SLT)), Sourcing Strategy agreed at Cabinet, refresher training on procurement/evaluation of social value and progressing the operational delivery plans. Forward Plan recently considered by SLT; further work required by departments to refine their forward planning processes. Refreshing the reporting of performance against the main contracts, with a view to preparing for the new procurement regulations focus on performance. Review resourcing and arrangements for delivery of contracts with digital/IT elements. Working group for the new regulations is working through the technical changes at present.	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	5	4	Current Position 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. Separate reports are provided to SLT and the Audit Committee on a regular basis. Plans are reviewed, updated and tested on a regular basis. <u>Impact of the Digital Switchover:</u> The UK is now in focus for telecoms providers to start to switch residential phone lines over from analogue to digital. Vulnerable residents risk losing lifelong telephone numbers, or being stranded without a service, when analogue landlines are switched off. Adult Social Care is working with Digital Services to assess the risk to individuals of sharing their data, and to ensure this is completed in a manner which is compliant with data protection law. Doing so will enable telecoms providers to identify and switch the lines of residents that use this service. Planned mitigations Continue to maintain and test business continuity and disaster recovery plans.	H	Increased	Jo McCormick
Being ruthlessly financially efficient	Information management and digital continuity, regulations, legislation, and compliance.	4	3	4	3	4	Current position 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. Planned mitigations Continue to monitor the regulatory environment to ensure continued compliance with information governance obligations. Ongoing review of information asset registers. Ongoing mandatory training for all staff.	M	Stable	Jo McCormick
Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	8	3	4	3	4	Current Position Policies are reviewed bi-annually at SLT Assurance and the Audit Committee, including the Fraud Response Plan, Anti-Money Laundering and Bribery Policies. The Anti-Fraud and Corruption Strategy 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 training provided to departments where appropriate. The London Fraud Hub provides data matches across councils in London to highlight potential fraud cases for investigation. Planned mitigations An internal data warehouse is being developed to provide reporting and dynamic checking capabilities for enforcement/investigation staff and front line staff carrying out checks for eligibility to services for new applicants. Review of the Anti-fraud strategy to reflect the updated LGA Fighting Fraud and Corruption Locally strategy.	M	Stable	David Hughes

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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	Current position 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 service compliance and repairs practice. Housing stock remains compliant across the six key areas - gas, electrical safety, water, gas, asbestos, and fire. Audits of asbestos, water and electrical safety compliance are planned. The results of previous water and asbestos audits received positive assurance ratings. Fire Risk Assessments (FRAs) are undertaken in line with fire safety management system. An independent inspection by HQN in November 2024 rated health and safety as C1/C2. Planned mitigations 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. Design works for external fire safety fabric works at Charecroft (Shepherd, Bush, Roseford and Woodford Court) have commenced. The Gateway 2 application was submitted to the Building Safety Regulator in Jan 2025 for validation.	M	Stable	Richard Shwe
Creating a compassionate council	Failure to comply with the new Building Safety Act and certification of 49 Higher Risk Buildings (HRB)	10	3	4	3	4	Current position The Building Safety Regulator (BSR) has invited H&F to certify 26 (as of 280125) of our 49 HRBs. We have submitted the information and are responding to their legal requests (time dependent). We have commissioned testing of the concrete in response to the ask from the BSR. We have recruited three Building Safety Managers who are ensuring we remain compliant and preparing for the invite of the remainder of the 49 HRBs. Planned mitigations To submit further building safety cases when requested by the regulator and to respond to their requests for information within the set time limits. To review the BSR questions and responses to assess any further action required in respect of specific buildings.	M	Stable	Richard Shwe
All Council Values	Unable to retain talented people in key posts at LBHF.	12	3	4	3	4	Current position 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. Work with senior business leaders to understand ongoing implications with 'hard to fill' posts to inform workforce planning needs and take appropriate early action including initiatives aligned to growing our own talent through the internal development talent management programme alongside promoting the benefits of working for H&F. Work with London Councils to broaden the appeal of Local Government as an employer to attract suitable, high-quality candidates, as well as active involvement in the LGA Local Government Recruitment Campaign. Activities to further improve our Employer Value Proposition (EVP) to attract and retain talent including Timewise (helping to promote H&F as a fair and flexible employer), Disability Confident, Purple Space, Opening Doors and Age Friendly Employer, H&F Academy (apprenticeships, graduates, supported interns & Get Ahead) Planned mitigations Workforce strategy being developed for implementation as part of the Civic Campus programme?	H	Stable	Nicola Ellis
All Council Values	Management of complaints, requests for information, members enquiries	18	4	4	4	4	Current position Performance concerns persist regarding housing related complaints, including the completion of repairs and resolving complaints. An improvement plan is in place and being monitored by SLT Assurance, along with weekly SLT Board meetings chaired by the Chief Executive to track progress on delivering the improvement plan. Monthly reports are provided to the Social Housing Regulator to demonstrate how our complaints, repairs and tenant satisfaction meets consumer standards. Complaints and Disputes Resolution team established which has been instrumental in resolving historic cases and significantly reducing open complaints. Current position Continued oversight of the improvement plan by SLT Board and monthly reporting to the Social Housing Regulator. Further work to ensure compliance with the housing consumer standards in preparation for a regulatory inspection.	H	Stable	Nicola Ellis
Being ruthlessly financially efficient	Financial Management - Medium-Term Planning.	19	3	4	3	4	Current position The Council's financial operating environment remains challenging (with the macro-economic pressures, the spending review in June 2025, local demographic changes, service pressures on homelessness/social care, regeneration programmes and the planned local government finance reforms). 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. 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 in February 2024. There will now be considerable work taking place corporately during 2025 to deliver the MTFs from 2026/27.	M	Stable	Sukvinder Kalsi

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							<p>The General Fund financial position will be under pressure (with increasing external debt and reducing reserves and cash balances). The outlook is equally challenging on the HRA. The Council has established strong in-year financial governance arrangements (from Finance SLT to DMTs, Cabinet, Audit Committee and Scrutiny Committees).</p> <p>Proposed mitigations</p> <p>The strong financial governance will continue to be followed and 3 year strategies have been developed for both the MTFS and HRA Business Plan. In addition, partnership work will continue with central government, LGA, London Councils, Public Sector Bodies to highlight all the strategic financial and funding issues for the sector and to have shared learning on strategies being developed by the sector.</p>			
Creating a compassionate council	Financial Management - in year budget 2024/2025	20	3	3	3	3	<p>Current position</p> <p>The Council approved a balanced General Fund and HRA Budget for 2024/25. The formal report to Cabinet (for Month 6) reported an overspend of £1.4m (less than 1% of budget). The position is likely to worsen in the remainder of the financial year (principally due to lower parking services income) and after taking into account the use of in year contingencies. The HRA pressures will be managed through in year contingencies, release of reserves from the closure of the water commission refund.</p> <p>Proposed mitigations</p> <p>The position will continue to be scrutinised and reviewed during the rest of the financial year and mitigations/recovery actions implemented as practicable. If necessary, reserves and balances will be utilised to fund the pressures. Our pressures are consistent with the majority of Councils in London.</p>	M	Stable	Sukvinder Kalsi
All Council values	Corporate management of Health and Safety	21	3	4	3	4	<p>Current position</p> <p>Health and Safety Board meet every 8 weeks. Corporate Health and Safety report on Health and Safety Executive enforcement activity and performance against a range of health and safety actions and measures. These are collated in the annual health and safety at work report to SLT Assurance and the Audit Committee.</p> <p>Staff training programmes and activities, including a risk assessment training course, are available to all staff on the learning zone. Numerous teams across the council have successfully completed the course and achieved IOSH Safety Management accreditation. Ongoing Fire Marshal and First Aider Training programme in place.</p> <p>A risk assessment database has been added to the accident and reporting system, which also includes a training module.</p> <p>Proposed mitigations</p> <p>Ongoing programme of review team risk assessments</p> <p>New training module to go on the learning zone on the topic of violence and aggression</p> <p>Delivery of conflict management training courses to help staff deal with any incidents of violence and aggression</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	<p>Current position</p> <p>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. 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.</p> <p>Planned mitigations</p> <p>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.</p> <p>Individuals, households, and infrastructure will need to adapt and prepare for more of occurrences and the council has an important supporting role, for which a series of actions will be developed.</p>	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	3	3	3	<p>Current position</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). Across all jobs in the council the service is running at 85%+ in target which is very positive. The service is delivering over 1,000 jobs per week and new contractors for Plumbing and Electrical works have been mobilised and are delivering works on day-to-day repairs.</p> <p>New leak detection team now recruited and mobilised additional external contractors.</p> <p>Voids work prioritised through weekly working groups focused on lettings and allocations to support void levels.</p> <p>Investment in properties where damp and mould is reported.</p> <p>Prioritise reducing the backlog of legal disrepair cases, complaints including Ombudsman cases, and keeping our residents safe.</p> <p>Proposed mitigations</p> <p>Continue robust management of contractors and DLO in terms of performance, quality and timeliness of work.</p> <p>Ongoing oversight of the improvement plan with the Chief Executive and SLT.</p>	H	Improved	Richard Shwe

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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.	31	3	4	3	4	Current Position A range of mitigations are in place including: <ul style="list-style-type: none"> joint working with other departments and external partners on flood reduction and flood mitigation plans investing in local site-specific measures to reduce flooding impact Joint climate adaptation steering group covering all departments across and promotes joint working and good practice. Working with other boroughs 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. Planned mitigations <ul style="list-style-type: none"> Seven further tree management system schemes in the programme for this year. Creation of a London Surface Water Management group to push for increased mitigation for London. Adaptation strategy for the borough being developed, focusing on extreme heat and flooding. 	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	Current position The following frameworks are in place to mitigate the potential risks: <ul style="list-style-type: none"> Departments have well developed business plans, and these are being refreshed. Risk assessment of markets and high-risk contracts being undertaken by Contract. Assurance Board to inform where alternative provision or arrangements may need to be planned. Forward Plan of major contract re-procurements over the next 18 months has been developed. Risk management plan established for any residents who may be impacted. Regular reports to SLT Assurance. Planned mitigations Implementation of the new Procurement Act requirements including publication of a Pipeline plan of future procurements.	M	Stable	Sukvinder Kalsi
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 regulators and providers to identify and communicate issues arising from inspections e.g. Ofsted and Care Quality Commission	33	n/a	n/a	3	4	NEW RISK Current position and mitigations <u>Children's Services</u> Haven: Actions on the post inspection plan have been completed. The Haven oversight board is meeting monthly. Work is continuing to improve the environment both through facilities management works and a more in-depth review of improvement. The local compliance oversight system is in place and working. Ongoing issues exist with repairs being completed in a timely manner. SEND Inspection: SEF signed off via Partnership Board (CHESC) along with SEND Action Plan for areas for development. Inspection briefing provided to key partners, and at All Staff Education and SEND Briefing. Inspection Readiness update provided to SLT Assurance. School Improvement Team: 100% of schools are rated good or outstanding. Ofsted: A positive Annual Engagement Meeting took place on 19 December. <u>Adult Social Care</u> CQC awaiting final report. Adult Social Care Transformation and Assurance Board launched to hold corporate leadership and oversight of the major programme to ensure sufficient pace in delivering the change agenda. Chaired by Exec Director of People. Programme priorities identified and agreed. Departmental Improvement Plan in place and overseen via the Transformation and Assurance Board. Performance and Learning Board re-established. Review of local and Corporate Performance Indicators suite in progress.	M	Stable	Jacqui McShannon
Creating a compassionate council	Financial sustainability risk of the High Needs Block with demand and pressures exceeding the opportunities to mitigate.	34	n/a	n/a	3	4	NEW RISK Current position and mitigations <u>Children's Services</u> Q3 Safety Valve report submitted, and payment released. Ongoing risk to the financial sustainability of the block with significant in year mitigations including use of ear-marked reserves, CSSB and block transfer. Whilst funding is increasing at a higher rate in 2025/26 there is minimal headroom and wider system pressures following Operational Guidance of sustainable Special School MFG at 0%. High Needs Reference Group has been established with Headteacher and scoping of Phase 4 underway.	M	Stable	Jacqui McShannon

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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