

Appendix 1 - Corporate Risk Register – October 2025

Ref	Risk Type	Corporate Objective	Description	Impact of Risk	Inherent Impact	Inherent Likelihood	Risk Mitigation	Mitigation Action / Update	Residual Impact	Residual Likelihood	Risk Owner
1	Governance, Compliance, Legal	Being ruthlessly financially efficient	The Council does not comply with new commercial, contract management and procurement legislation	Possible financial penalties, legal challenges, court proceedings, service disruption, extra costs and reputational damage	4	3	Reduce	<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>A Procurement Forward Plan is also regularly considered by SLT, and work continues by Departments to refine their forward planning processes.</p> <p>The Council is also strengthening the reporting of performance against the main contracts in line with the new procurement regulations, with regular reports provided to SLT.</p>	3	3	Sukvinder Kalsi
3	Technology	Being ruthlessly financially efficient	IT systems are compromised and / or unable to operate in the event of a cyber-attack or data breach.	Disruption or cessation of services to residents and affecting service resilience, potential financial losses and associated safeguarding risks from the loss of personal information.	4	5	Maintain	<p>Continuing review and strengthening of infrastructure and application security arrangements and rigorous monitoring of third party suppliers/contractors.</p> <p>Emergency Planning sessions to test the council readiness and preparedness to maintain business continuity in the event of loss of access to systems.</p> <p>In conjunction with Defending Democracy Taskforce and National Cyber Security Centre engaging with key stakeholders to safeguard the councils' key democratic processes, systems and high-risk individuals.</p>	4	5	Sukvinder Kalsi

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8	Financial	Being ruthlessly financially efficient	Failure to identify and address internal and external fraud.	The consequences of failing to manage fraud risk include: Financial losses: Fraud can lead to significant monetary damages. Reputational damage: Fraud incidents harm resident trust and stakeholder relationships.	4	3	Reduce	<p>Policies are reviewed bi-annually at SLT Assurance and the Audit Committee, with regular updates on fraud performance and outcomes reported to SLT and the Audit Committee.</p> <p>Refreshed Fraud Response Plan, with robust Anti-Money Laundering, Bribery and Whistleblowing policies in place.</p> <p>Fraud Awareness training is available to all staff on the Learning Platform and targeted training is also provided to teams.</p> <p>The Council is a member of the London Fraud Hub (LFH). The LFH matches a number of data sets across councils in London to highlight potential fraud cases for investigation. In addition, the Council has an internal fraud reduction, error and debt hub which provides further insights to potential fraud and other regulatory breaches.</p>	3	3	David Hughes

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9	Environmental	Taking Pride in Hammersmith & Fulham Doing things with, not to residents	Failure to ensure compliance with the statutory housing landlord duties including management of asbestos, electrical testing, fire risk, plant and equipment, water testing, legionella.	Significant risks to the health and safety of our residents, including loss of life. Possible financial penalties, court proceedings, service disruption, extra costs and reputational credibility.	4	3	Reduce	External and internal reviews are undertaken to ensure compliance with regulations (and reflected in records management). Compliance based fire safety works continue across properties in the Borough with the necessary Gateway 2 applications to the Building Safety Regulator for validation. Fire Risk Assessments (FRAs) are undertaken in line with fire safety management system.	3	3	Sukvinder Kalsi
10	Governance, Compliance, Legal	Taking Pride in Hammersmith & Fulham Doing things with, not to residents	Failure to comply with the new Building Safety Act and certification of 49 Higher Risk Buildings (HRB).	Possible financial penalties, court proceedings, service disruption, extra costs and reputational credibility.	4	3	Reduce	Responding to Building Safety Regulator (BSR) to certify our High Rise Blocks. Submission of information required by BSR and commissioned testing of the concrete in response to the requirements from the BSR. Additional staffing resources recruited to improve capacity and resilience.	3	3	Sukvinder Kalsi

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12	People	Creating a compassionate council	Loss of key personnel in a highly competitive employment market	Loss of knowledge and skills that could have a major impact on the Council's ability to maintain delivery of services and to continue to improve/innovate.	4	3	Reduce	Ensuring competitive terms and conditions for our workforce. Improving succession planning and long term work force plans. Establishing strong career pathways (particularly children's/adult social care) and working with local residents/businesses to promote LBHF as a prestigious employer and working across London Councils to broaden the appeal of local government in the employment market. Developing forward looking employment practices and apprentice programmes. 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 and Emerging Leaders.	3	3	Nicola Ellis

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18	Governance, Compliance, Legal	All Council Values	Management of complaints, requests for information, members enquiries are not completed according to our target timescales.	Reduced confidence by residents/ other local and national stakeholders in the Council and an adverse impact on our reputation within the sector. Potential additional costs to rectify service shortfalls and consequent impact on existing services.	4	4	Reduce	The Council has established a central team lead by a senior leader to oversee these matters (this includes a Disputes Resolution Team). Regular focus on complaints performance by the Chief Executive and SLT. Comprehensive and timely reporting of performance, analysis of complaints to inform amendments to operational policies. The use of modern technologies/workflow/case management systems to assign requests to officers to progress. Maintaining regular communications with sector Regulators (Housing Ombudsman, Local Government Ombudsman) to ensure an up to date understanding of the Council's performance, actions and plans.	4	3	Nicola Ellis

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19	Financial	Being ruthlessly financially efficient	The continuing pressure on the public finances (including interest and inflation rates) and the adverse impacts from the proposed Fair Funding Reforms in 2026/27.	Impact on our ability to deliver our key statutory services and discretionary services. There will be wider implications on the work of the Council with our externally contracted services and may affect the morale of employees due to the uncertainties. Longer term effect on our overall financial resilience as reserves may be depleted.	4	4	Reduce	Continue to use the established and well-developed medium term financial planning process (for revenue, capital, HRA and treasury management) and the strong financial leadership by Members and Officers. Working with the sector (LGA/London Councils and MHCLG) to secure the long-term finances of the sector. Annual external audit validation of finances and periodic additional external review (e.g. by LGA in April 2025). Ensure the timely reporting of financial performance, identification of risks and implementation of recovery plans (the revenue, capital and HRA outturns for 2024/25 were in line with approved budgets and plans). Significant work is already in progress to ensure a balanced budget for 2026/27.	3	4	Sukvinder Kalsi

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21	People	All Council Values	Corporate management of health and safety does not meet statutory and Council policy requirements.	Negative impact to staff wellbeing leading to impact on delivery of services to residents.	4	3	Reduce	<p>Health and Safety Board meet every eight weeks.</p> <p>Annual health and safety at work report highlighting the Council's activities and performance is presented to the Audit Committee.</p> <p>Staff training programmes and activities extended to include a risk assessment training course which has been added to the Learning Zone.</p> <p>Numerous teams across the council have successfully completed the course and achieved IOSH accreditation. Teams taking up the training include HR, Events, Housing, Fire Teams, and Adult Social Care.</p> <p>The Employee Protection Register reviewed and updated weekly or as required.</p> <p>Fire Marshal and First Aider Training continues and at present we have 145 Fire Marshals and 204 First Aiders across our sites.</p>	3	3	Bram Kainth

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26	Environmental	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.	Failure to meet climate commitments leading to impact on residents, negative findings, additional costs and reputational damage.	4	3	Reduce	<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 quickly. Annual audit of the Council's carbon footprint in place and reported. Quick win workstreams to influence emissions through policy have been progressed, including emissions-based policies on parking, council fleet, energy procurement, and wider procurement.</p> <p>Engagement underway with local businesses and organisations through the H&F Climate Alliance. The Council has hosted Climate Education Networks for primary and secondary teachers under the UN accredited climate education programme.</p> <p>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>	3	3	Bram Kainth

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32	People	All Council Values	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)	Impact on residents wellbeing and safety, increased cost, reputational damage, adverse inspection outcomes.	4	3	Reduce	Departments have well developed business plans, and these are being refreshed. Risk assessment of markets and high-risk contracts being undertaken by Contract. This has been demonstrated in the Council's response to the failure of a national community equipment provider over the summer, which included establishing new arrangements to ensure continuity of service. 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. Implementation of the new Procurement Act requirements including publication of a Pipeline plan of future procurements.	3	3	Sukvinder Kalsi

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33	People	Creating a compassionate council	Failure to ensure and/or identify inadequate standards and delivery of care, protection of children and adults and associated data quality and information risks.	Impact on residents wellbeing and safety, increased cost, reputational damage, adverse inspection outcomes.	4	3	Reduce	Adult Social Care Transformation and Assurance Board operating 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. Action plan developed and being implemented in response to the CQC inspection. SEF signed off via Partnership Board 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.	3	3	Jacqui McShannon
34	People	Creating a compassionate council	Financial sustainability risk of the High Needs Block with demand and pressures exceeding the opportunities to mitigate.	Leading to impact on residents wellbeing and safety, increased cost, reputational damage, adverse inspection outcomes (leading to potential intervention), legal disrepair cases.	4	3	Reduce	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 in place with Headteachers to support Phase 4.	3	3	Jacqui McShannon