

London Borough of Hammersmith & Fulham

Report to: Audit and Pensions Committee

Date: 15/09/2020

Subject: Risk Management Highlight Report

Report of: Director of Audit, Risk, Fraud and Insurance

Summary

The purpose of this report is to provide members of the Audit and Pensions Committee with an update on risk management across the Council.

Recommendation

For the Committee to note and comment on the report.

Wards Affected: None

H&F Priorities

Our Priorities

- Building shared prosperity
- Creating a compassionate council
- Doing things with local residents, not to them
- Being ruthlessly financially efficient
- Taking pride in H&F

Summary of how this report aligns to the H&F Priorities

Good risk management helps to: maintain and promote the Council's reputation; is an enabling tool to help protect residents and staff including some of the most vulnerable in society; place people, businesses and the wider community at the heart of everything we do; ensure robust financial and information management and supports internal control, opportunity and innovation; protect valuable assets and the built and natural environment.

Financial challenge

The current and future climate for local government represents a significant risk to the council with the ongoing challenge of delivering services with significantly reduced funding levels further impacted by the coronavirus pandemic. This has seen the council incur additional expenditure whilst at the same time seeing reductions in the level of resources available through a combination of lower income levels and inherent pressures that existed prior to Covid-19 which must also be managed.

Financial implications

There are no specific financial implications arising from this report. Services are expected to manage their risks within current budgets. Where additional funds are required to mitigate or manage risks, separate decisions reports will be required for the approval of unbudgeted expenditure.

A standing Corporate risk, Financial Management of in year budget and Medium-Term Planning identifies the risks to balancing the budget in response to continued government funding and demand pressures faced by the Council and the sector more generally and is assessed as high risk. The in-year position is reported monthly in the Corporate Revenue Monitor to Cabinet and the Medium-Term Financial Strategy and Budget setting process is in progress and will need to be approved by Full Council in February 2020. Other corporate risks also identify financial pressures arising from demand and complexity of service provision which need to be managed.

Comments verified by Emily Hill, Director of Finance

Legal implications

There are no particular legal implications arising from this report.

Comments drafted by Rhian Davies, Director of Resources

Contact Officer:

Name: Michael Sloniowski
Position: Risk Manager
Telephone: 020 8753 2587
Email: Michael.sloniowski@lbhf.gov.uk

Background Papers Used in Preparing This Report

Risk Registers, reports to Children and Education Policy and Accountability Committee; Health Inclusion and Social Care Policy and Accountability Committee; Finance, Commercial Revenue and Contracts Policy and Accountability Committee.

1. Background

- 1.1. The Accounts and Audit Regulations 2015 states that the Council must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. It is paramount that all risks are clearly identified, managed and reported through the relevant channel. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Furthermore, the work of the Council's Policy and

Accountability Committees is acknowledged as a robust and additional form of assurance for the management of risk across its services.

- 1.2. Effective governance and management of risks are particularly significant as funding for Local Government has diminished authorities' objectives and are becoming increasingly fundamental and relate, for instance, to continuing to meet statutory service obligations. Arrangements must therefore be effective in a riskier, more time-pressured and less well-resourced context.
- 1.3. Local authorities are required to maintain a sound system of internal control, including risk management, internal audit, and whistleblowing arrangements. Risk management is the application of Council strategies, governance, policies and processes to identify and manage risks that are unacceptable to the Council. Managing risk processes effectively enables the Council to safeguard against potential threats and exploit potential opportunities to improve services and provide better value for money for residents, visitors, local businesses and service users.
- 1.4. As part of its Governance the Council's approach to risk management requires Directors, managers and staff, through their departmental Senior Management Teams, to:
 - identify risks;
 - assess the risk;
 - agree and take action to manage the risk; and,
 - monitor, review and escalate risks.
- 1.5. This report provides the Committee with an updated post Covid-19 outbreak risk register presenting a suite of risks as reviewed by the Council's Resilience Group and Recovery Board. A number of these have recently risen as a direct result of Covid-19, including the impact on the council's 2020/21 budget and economic outlook for the area. Many of the risks shown in Appendix 1 will come and go as the environment changes. However there remain a set of 'standing' corporate risks that are always likely to face the council:
 - Safeguarding children
 - Safeguarding adults
 - Health and Safety
 - Community Resilience
 - Major Cyber Incident
 - Council Resilience
 - Financial Management (in-year and the medium term)
 - Information management
 - Climate change adaptation / mitigation

Risk appetite

- 1.6. The Council remains accountable to the public for its performance and financial management. This means that the Council naturally has a low appetite for risk, however as the Covid-19 outbreak continues the Council will need to take carefully considered risks to develop new and innovative ways to deliver services, support communities and ensure the long-term wellbeing of communities is not impaired by decisions made in the short term. This makes good risk management essential.

Post Covid-19 Outbreak risk register

- 1.7. Appendix 1 provides assurance on how each of the risks are managed signposting to where further initiatives or information can be found. It also provides assurance on risks currently marked as 'red' – i.e. of the highest significance.

Risk Overview

- 1.8. The coronavirus is a threat to life, health, wellbeing and the economy. In the area this has resulted to significant disruption to the lives of residents, businesses and infrastructure and to council services, with the consequences greater for those more vulnerable or disadvantaged. Whilst many aspects of the risk have materialised, there are still numerous uncertainties and at this stage it is hard to predict the full scale, or timing, of impacts of Covid-19.

Key Controls in place to manage the risk

- 1.9. The council is responding well to an unprecedented global crisis within the resources and information available. Its strengths include working with a broad set of partners, the community and volunteers to mitigate the effects of the outbreak and then to recover. The key controls in place include:
- The role in the area's multi-agency command and control arrangements, which have developed further, initially in preparing for Brexit, and currently in response to Covid-19. Formal links into the region through the Local Resilience Forum (LRF) were established as a Major Incident was declared, in line with guidance. Other emergency measures included increasing the Chief Executive's delegated authority to spend and allocate budget for Covid-19-related matters and activities to £2m for capital and revenue expenditure.
 - Maintaining the provision of council services, prioritising those which are critical whilst having to temporarily cease or reduce those that are not. Also introducing new and increased forms of practical support, such as the procurement of millions of Personal Protective Equipment (PPE) items delivered to care homes, food parcels sent out to shielding individuals, distributing grants at pace to businesses.
 - Non-shielding residents in need were assisted through community efforts to distribute food parcels (125,000 meals sent out from H&F Foodbank - more than across all of 2019) to households, including those in temporary accommodation.
 - The council quickly established the H&F Community Aid Network (H&F CAN). This has supported residents to maintain their safety, health and wellbeing through a dedicated contact centre and to gain access to practical support, personal shoppers, food parcels, information and advice. As around an initial

1,500 residents were advised by their GPs/Consultants to shield within their own homes for a minimum of 12 weeks, this required the council to set up a separate shielded call centre staffed with 100 officers, all of whom volunteered to be redeployed into the contact centre. H&F CAN has been hugely supportive and successful.

- Liaising with other London Councils on key issues and to share best practice including, as a social services director group in NWL, the council lobbied successfully for the development of 'hot hubs' across West London – transitional beds for quarantine purposes in a care setting.
- In response to the pandemic, many changes have been required to enable the Council's staff to continue to operate as effectively as possible and to ensure they continue to support local communities, businesses and partners. With a few exceptions such as Digital Services and Social Worker duty teams, office-based staff have worked remotely from home. The council's technology infrastructure and resources have stood up well, enabling up to 1,700 members of staff to work remotely a measure significantly improving resilience noting the council's decision to deliver the TechTonic programme that moved away from desktop p.c.'s to laptops.
- Regular information and updates communicated to a wide audience including, residents, communities, partner organisations, businesses, suppliers and council staff through h&f engage.
- The council's ability to quickly assemble a team of officers to deal with a major disruption event alongside partner organisations which continues to be demonstrated.
- Co-operation and co-ordination across services on Health and Safety issues. Over the coming months actions will be focussed on how the council recovers from the pandemic whilst maintaining health and safety and wellbeing standards and adapting to sudden and significant changes.
- A well-established Business Continuity policy set out the plans to deal with any disruption scenario containing information, guidance and templates for use by council services. Plans are in place for all critical council services that document actions required to protect services reviewed in readiness for the impact of EU exit and activated to deal with the coronavirus.
- Person and Place risk assessments and Ways of Working guidance and support.
- Development and testing of Outbreak Control plans for a variety of settings in collaboration with the Director of Public Health.

Further actions

- 1.10. Detailed information on the actions of the council has been provided to the council's Policy and Accountability Committees.

List of Appendices:

Appendix 1 - List of Post Covid-19 risks.

- 1. Ongoing response;**
- 2. Restart;**
- 3. Recovery and Opportunity;**

4. Test and Trace and;

5. Corporate Continuity & Community

COUNCIL RISK REGISTER – POST COVID													
1. ONGOING RESPONSE	Risk Description		Inherent Risk					Residual Risk				Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls	Risk Owner	Likelihood	Impact	Score	Planned Controls		
13	Social	management of further widespread infection across the community.	5	5	25	<p>Twitter and Facebook campaigns, #Stayhomesavelives</p> <p>Banners and posters across the borough, Social distancing, keep a car length away</p> <p>Closure of;</p> <p>Area Housing Offices, 145 King Street Customer Service Centre and the Registry Offices</p> <p>Parks and Adult Learning Centres</p> <p>Leisure centres, The Lyric Theatre, Libraries</p> <p>Eviction warrants suspended</p> <p>Cancellation or postponement of events e.g. The Boat Race, Polo in the Park.</p> <p>Re-opening Parks on a trial basis for exercising following new police powers and the Council's publicity posters campaign.</p> <p>Housing caretakers will be focusing on high use areas, using disinfectant to clean key touchpoints, such as door handles and push plates, lift buttons, intercoms, handrails, bannisters, chute areas, bulk points, regularly throughout the day.</p> <p>Sheltered Housing - increasing our presence and frequency of cleaning in the communal internal areas.</p> <p>Review and pause of capital works where they are intrusive.</p> <p>Contact the Customer Service Centre on 0800 023 4499 or via email rather than coming into council offices.</p> <p>Safe distancing for operatives and contractors, verification re: self-isolation.</p> <p>Megaphones to be used for messaging in Parks and Open spaces</p> <p>22 April 2020 Pavements in the busy shopping areas of King Street and Uxbridge Road temporarily widened and marked to help with social distancing enabling pedestrians to queue safely for essential supplies from food stores and pharmacies and to pass each other to maintain social distancing. Wardens allocated to both locations will monitor compliance.</p> <p>The Council and the Metropolitan Police restricted the use of the Thames Path for cyclists and joggers between 10.00 am and 6.00 pm from Chiswick Mall to Putney Bridge. A queueing system, backed by marshals, is also enforcing social distancing at Hammersmith Bridge.</p> <p>01 May 2020 Keeping the popular North End Road Market open by providing stewards to support social distancing. The Council has also delivered PPE and handwashing facilities to the traders so this important and healthy source of cheap food remains available to residents.</p> <p>06 June 2020 h&f TV messaging. You protect me. Face masks messaging.</p> <p>11 June 2020 TfL implementation of free face coverings for public transport users.</p> <p>04 August 2020 New Council powers to prevent wider infection from HM Government; Outbreak Plans with Public Health; Health and Wellbeing Board; Communications, Working with Businesses, Enforcement and Support; Data interpretation and sharing of trends/patterns of infections in the local area at Test and Trace Project Team</p> <p>04 August 2020 Waiver required to direct award local testing for H&F at H&F GP's</p>	Gold group Director of Public Health Director of Covid-19	3	4	12	Keep risk under review	25/08/2020	Open
18	Economic/ Financial	impact on the local economy and businesses	5	5	25	<p>Intranet Coronavirus (COVID-19): advice and support for local businesses</p> <p>Business connects e-newsletter, FAQ's</p> <p>Listing of businesses required to close by HM Government</p> <p>Link to HM Government guidance for help to employers and businesses</p> <p>Guidance note on furloughed workers</p> <p>All retail, hospitality and leisure businesses in England qualify for the business rates holiday for the 2020 to 2021 tax year.</p> <p>The Small Business Grant Fund (SBGF) HM Government</p> <p>The Retail, Hospitality and Leisure Grant (RHLG) HM Government details of both grants applications to Businessrates@lbhf.gov.uk</p> <p>Coronavirus Business Interruption Loan Scheme is being delivered by the British Business Bank</p> <p>HMRC Tax advice help line for VAT queries</p> <p>Self-employed Income Tax deferral, HMRC Self-Employment Income Support Scheme taxable grant of up to £7,500 07 May 2020</p> <p>HM Government's COVID-19 Corporate Financing Facility</p> <p>Business resilience advice contact</p> <p>h&f Business Helpdesk e-mail and phone contact</p> <p>Moved to digital sessions for business 1-2-1 advice clinics, booking via Eventbrite</p> <p>Additional support links - Facebook small business grants programme, free crowdfunding support, Met. Police guidance for business, business support guidance from the Mayor of London</p> <p>h&f Council received £49m from HM Government to make grants to local businesses in payments of either £10,000 or £25,000.</p> <p>The Council has installed new software to smooth the payment of grant funding for h&f businesses. The applications are being handled through the business rates team who worked through the Easter Break handling over 200 calls and emails a day. The installation of the software has caused some issues with the regular DD run.</p> <p>Rate relief - nearly 3,000 local business ratepayers have been contacted to say they will not pay business rates this year - totalling £118m in rate relief awards from h&f Council.</p> <p>A LSP (Local Supports Payment Scheme) has been expanded for residents who have lost their jobs, had income reduced or waiting for benefits payments to come through.</p> <p>Details communicated, through Twitter, of the Imperial college Innovators Programme including encouraging applications from LBHF residents</p> <p>01 May 2020 the Council has delivered more than £31m of grants to local businesses. Businesses that have not yet sent details in are encouraged to send in their details to businessrates@lbhf.gov.uk.</p> <p>12 May 2020 HM Government announce the Coronavirus Job Retention Scheme will extend to October 2020.</p> <p>19 May 2020 H&F Brilliant 4 Biz launching an improving business website presence Webinar</p> <p>21 May 2020 HM Government - Future Fund for start-ups launched £500m emergency support package</p> <p>22 May 2020 the Council has delivered more than £40m of grants to local businesses. Business grants are one of the ways the Council is doing to provide vital support in these difficult times.</p> <p>27 May 2020 HM Government - The Coronavirus Statutory Sick Pay Rebate Scheme</p> <p>31 July 2020 Shop Local Shop Safe campaign to kick start the Local Economy and lead the way with new safety measures to avoid a second lockdown.</p>	Strategic Director for the Economy, Strategic Director of Finance	3	3	9	Keep risk under review	25/08/2020	Open

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1. ONGOING RESPONSE	Risk Description		Inherent Risk					Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls	Risk Owner	Likelihood	Impact	Score	Planned Controls		
25	Social	impact on security of council tenants, private renters and homeowners.	5	5	25	<p>Council tenants Advice, support and guidance if Council tenants are having difficulty in paying the rent due to the coronavirus. Contact the rental income team on 020 8753 6032 or email rentincome@lbhf.gov.uk The Council phone line is open 9am to 5pm, Monday to Friday. This may include setting up a payment plan, or supporting residents to make a claim for benefits. The government has extended statutory sick pay for people affected by the coronavirus. For Universal Credit or Employment Support Allowance, the Council can provide advice on this. HM Government advice about claiming benefits as a result of coronavirus</p> <p>Private renters The Council are urging all landlords not to evict a tenant who can't pay the rent as a result of the coronavirus. However, if private renters are struggling to pay rent they can apply for Universal Credit. If they are already receiving Universal Credit or housing benefit they can apply for a Discretionary Housing Payment. Ministers have extended the ban on landlords evicting tenants in England until 20 September 2020.</p> <p>Homeowners If a homeowner, call the mortgage provider to explain your change in circumstances because they will be able to pause mortgage payments for up to three months.</p>	Assistant Director of Residents Services, Strategic Director for the Economy	3	3	9	Keep risk under review	25/08/2020	Open
30	Health and Safety	maintaining regulatory gas inspections during a period where residents are self-isolating or not responding to appointments	5	5	25	<p>Ongoing review by the Economy Department Regular reporting to Director responsible for COVID-19 and Cabinet Member for Housing Department are risk assessing the situation and following advice from HM Government and the Regulator (The department have details of boiler make, age, occupancy type, CO detector, etc for all 11,153 appliances) 16 April 2020 SLT briefing on position 13 May 2020 SLT briefing on position 10 June 2020 SLT briefing on position 24 June 2020 SLT briefing on position 08 July 2020 SLT briefing on position 22 July 2020 SLT briefing on position 06 August 2020 SLT briefing on position</p>	Interim Director for the Economy Department	3	3	9	Keep risk under review	25/08/2020	Open
32	Competitive	risk to the Council that there is a supplier failure in an existing contract or to one recently awarded due to financing/cash flow or other liquidity pressures	5	5	25	<p>Ongoing review of the supply chain, 10 June 2020 new enhanced Covid-19 sensitivity report requested from the Credit agency who report an upsurge in companies paying invoices late. HM Government Furlough scheme. Reviews on a case by case basis with reports to SLT. Reviews of the qualification criteria (threshold) for smaller companies (entities) for contracts</p>	Head of Procurement and Contracts	4	3	12	Keep risk under review	25/08/2020	Open
37	Social	prevention of social unrest and crime and disorder.	5	5	25	<p>The local area's existing and continuing strong sense of community and inclusion. Involving the Community in h&f CAN 'Borough Resilience Forum Draft response plan for crime and disorder. Multi-agency intelligence, information and resources. Solidarity messages to support Key Workers, e.g. Fulham Road, Hammersmith Primary School, Brackenbury Primary School, Shepherd Bush Families Project, St. Mary's Catholic Primary School Additional resources for the monitoring and compliance of social distancing measures in Parks and Open spaces including potential re-deployment. Additional planning document developing within the remit of the Recovery Planning Group 12 May 2020 Workstream lead appointed - Head of Community Safety is working on a revised response plan. 24 June 2020 Issue raised as HM Government lifted lockdown restrictions further for re-opening of pubs and restaurants and hospitality on 04 July 2020 which co-indices with a local premiership football game 15 July 2020 Outbreak plans for unlicensed music events tested by walkthrough - Test and Trace Project Team 29 July 2020 Contracts Assurance Board Implemented the Waiver to enable enhanced security on Housing Estates 14 August 2020 HM Government announce £10k fines for organisers of unlicensed music events</p>	Assistant Director Safer Neighbourhoods	3	4	12	Keep risk under review	25/08/2020	Open
44	Economic/Financial	COVID financing during the ongoing crisis and then recovery	5	5	25	<p>On 19 March 2020, HM government announced additional funding for local government to help respond to coronavirus (COVID-19) pressures across all the services delivered. The allocations document 30 March 2020 set out the funding available for LBHF. (Please refer to Corp. Finance) This funding will not be ringfenced and can be allocated to Covid-19 pressures in whatever way individual authorities feel is appropriate to their pressures. 07 April 20, AD Finance requested that all departments continue to work with and inform their Finance Reps of expenditure to support the claim. 18 April 20 MHCLG announced £1.6b additional funding for Local Government increasing the total available to Local Government to £3.2b., £1.6b additional funding was made available in March 2020, the funding allocations have now been announced - Silver 29 April 2020 Monitoring of position by Central Finance Team and Finance Board. 12 May 2020 HM Government return being completed with services input and Finance leads, due 15 May 2020 12 June 2020 Funding discussion at Finance Board (Operational), new funding report to be prepared for Finance Public Accountability Committee 23 July 2020 Report on Financial consequences of Covid-19 presented to Finance, Commercial Revenue and Contracts Policy and Accountability Committee.</p>	Director of Finance	4	4	16	Keep risk under review	25/08/2020	Open

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			Likelihood	Impact	Score			Likelihood	Impact	Score			
48	Social	maintaining (non-financial) support for families and the community during the crisis	5	5	25	Family Support Services additional digital offer, including; a time to connect helpline; home learning guides for early years, primary school and secondary school children; the virtual family centre - I access all the support usually provided at the children's centres through the new virtual Facebook sessions. Families can drop in for advice, take part in a session or request a call from their Time to Connect Team. Access to healthy food - the Rose Voucher Scheme. Communications from Healthy Hearts and the important time to stop smoking. Additional messaging from a Public Health perspective including, alcohol abuse, healthy eating and more domestic violence preventative guidance. 18 May 2020 - Video message - Safe Families - Family Support how to connect with services. 13 August 2020 proposal to restore services for Askham Road Centre reviewed at Recovery Board	Chief Executive Family Services	3	3	9	Keep risk under review	25/08/2020	Open
51	Health and Safety	emerging requirements for residents in Care Homes and any potential exposure to COVID.	5	5	25	Needs and assessment. PHE expertise and advice. Whole Council approach Workforce monitoring Messaging PPE - over £2 million spent providing domiciliary care workers and care home staff with ample PPE and training, Key Workers and NHS Workers LBHF led on the development of Hot Hubs across West London - transitional beds for quarantine purposes. Daily provider calls - Home Care Working collaboratively with Imperial college medics and primary health clinicians Testing regimes Additional infection control funding announcement by HM Government of which the allocation to the Council is £688k. 19 May 2020 Strategic Director of Social Services and Director of Finance report on budget and allocations. Outbreak Plans and ongoing response from the Director of Public Health and PHE. 30 June 2020 Public Health update on the response to Covid 19 to Health, Inclusion and Social Care Policy and Accountability Committee by the Director of Public Health 30 June 2020 A summary of Adult Social Care's response to Covid 19 by the Strategic Director of Social Care	Strategic Director Social Care	3	4	12	Keep risk under review	25/08/2020	Open
55	Partnership	there is a risk that suppliers are affected by either significant demands in the service or drops due to social isolation and they may struggle as a result.	4	3	12	Ongoing management assessment. Contract Management. Horizon scanning. Recovery planning group. 08 April funding package announced by HM Government to support the work of charities during the coronavirus outbreak including £370m for small and medium sized charities including a National Lottery Community Fund for England supporting organisations delivering food, essential medicines and providing financial advice. £360m to be directly allocated by government departments to charities providing key services and supporting vulnerable people during the crisis, including victims charities to help with potential increase in demand, vulnerable children charities so they can deliver services for local authorities and Citizens Advice to increase staffing numbers during the crisis. 13 May 2020 - Coronavirus grants awarded by the Council and local charity UNITED in Hammersmith & Fulham. 63 groups have benefitted from the grants scheme to help them respond to urgent need on the front line as they work to support the most vulnerable and hard to reach residents. 10 June 2020 - further discussion at the Horizon Scanning Group Ongoing review by CHS and ASC Commissioning Staff.	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
56	Legislative/Regulatory	there is a risk that statutory/regulatory inspections will not be carried out or completed.	4	3	12	Routine Care Quality Commission inspections will be temporarily suspended for the duration of the COVID-19 outbreak - MHCLG Ofsted will look very favourably on any requests to defer inspections because of coronavirus - MHCLG Councils will be able to use their discretion on deadlines for Freedom of Information requests - MHCLG The Economy Department are monitoring and reporting regularly on status of inspections and required works	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open
57	Economic/Financial	there is a risk that there may be some spike in insurance claims following the initial response.	4	3	12	Administration (written procedures) and record keeping, maintaining and reviewing health and safety risk assessments. Risk assessments being followed up by the Head of Health and Safety. Issue being reviewed at SLT Assurance Horizon scanning watchlist Further advice and assurance provided by the Head of the Insurance Service to the Assistant Director of People and Talent and Covid-19 Lead Director. 10 June 2020 further review at Horizon Scanning group. The Insurance Team have been informed of this risk and they are reviewing place risk assessments as they are undertaken.	Director of Audit Risk Fraud and Insurances	3	3	9	Keep risk under review	25/08/2020	Open
58	Customer/Client	there is a risk that there may be some initial increase in pent up demand for services following any relaxation of the Stay Home HM Government policy	5	3	15	Horizon scanning watchlist Discussed at Silver Group meeting 29 April 2020 Recommended for comment/review at Gold group Recovery Group 14 August 2020 review of the Coroners Court at Recovery Board and backlog of Inquest cases	Gold group	4	3	12	Keep risk under review	25/08/2020	Open
60	Social	there is a risk to those individuals who require additional support including those with mental health or drug and alcohol addiction.	5	4	20	The Council are working with organisations such as St Mungo's and Turning Point to ensure that individuals are safely housed, have food, medicine and support. 11 August 2020 discussed Outbreak Case at Test and Trace Project Board and the successful implementation of a multi-disciplinary team, services, CCG and GP's collaboration.	Strategic Director of Social Care	3	3	9	Keep risk under review	25/08/2020	Open

COUNCIL RISK REGISTER – POST COVID													
1. ONGOING RESPONSE		Risk Description	Inherent Risk					Residual Risk				Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls	Risk Owner	Likelihood	Impact	Score	Planned Controls		
64	Health and Safety	there is a safety concern to individuals in the workforce who may be at increased risk of any exposure to Covid-19	5	4	20	<p>Head of London Regional Employers Organisation discussing the disproportionate impact of Covid 19 on black, Asian and minority ethnic (BAME) staff.</p> <p>Discussed at Heads of HR co-ordinating with Public Health colleagues who are investigating this issue with a view to getting a co-ordinated advice and appropriate risk assessment for staff. Interim advice note issued includes a risk assessment template. 'Brought to the attention of the Covid-19 Director and Director of People and Talent</p> <p>Risk assessment being undertaken by People and Talent using the template issued through the London Regional Employers Organisation.</p> <p>Assessment to be completed by 15 May 2020 involving the local Trade Unions for sign off at Silver and then communicated to Strategic Leadership Team 21 May 2020 and actioned via the Managers' Forum.</p> <p>10 June 2020 Discussed at Horizon Scanning - People and Talent are reviewing risk assessments undertaken and returned by Managers</p> <p>03 August 2020 Workplace Outbreak Plan</p> <p>06 August 2020 Review of person risk assessments at Health and Safety Board</p> <p>13 August 2020 Introduction of the WoW package with enhanced safe return to working practices</p> <p>14 August 2020 Introduction of Assurance framework for the safe restoration of services from council properties Cat 1, 2, 3 and 4 discussed and agreed at Technical Assurance Group</p>	Assistant Director People and Talent	3	3	9	Keep risk under review	25/08/2020	Open
65	Social	there is a risk of a second wave of infections if lockdown restrictions are lifted too early or without maintaining social distancing or adhering to new government guidance in the workplace.	5	5	25	<p>Horizon scanning.</p> <p>Review business continuity plans.</p> <p>Undertake a lessons learned exercise and retain knowledge within plans.</p> <p>New cleaning regimes, social distancing measures introduced in the workplace.</p> <p>Covid risk assessments, workforce and workplace.</p> <p>Public preventative social distancing measures maintained in busy areas within the borough.</p> <p>Enforcement Officers role in implementation of HSE measures in local businesses.</p> <p>Work with Public Health in their planning for a local outbreak</p> <p>Outbreak plans and introduction of Technical Assurance Group</p>	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open
66	Health and Safety	there is a risk that lockdown will be localised to areas within or around to the borough being quarantined that will require focussed support (housing estates, care homes, schools, offices or shops)	5	5	25	<p>Horizon scanning.</p> <p>Review business continuity plans.</p> <p>Undertake a lessons learned exercise and retain knowledge within plans.</p> <p>Covid risk assessments, workforce and workplace.</p> <p>Public preventative social distancing measures maintained in busy areas within the borough.</p> <p>Enforcement Officers role in implementation of HSE measures in local businesses.</p> <p>Collaborative working with Public Health.</p> <p>05 June 2020 Time to Shop Local and Shop Safe Intranet message and campaign. Hammersmith BID and Fulham BID and Shepherds Bush Business Forum are also running initiatives to support the campaign.</p> <p>15 June 2020 There are reports that the test and trace facility operated by Public Health England is not informing the Council appropriately with information to assist with Shielding. The issue has been identified by the Covid-19 Director and information is being fed back to Public Health England through the Director of Public Health.</p> <p>23 June 2020 Public Health England Local Outbreak Planning/Plans for high risk areas and scenario/exercising of plans</p> <p>20 August 2020 Head of Legal Services - development of a process within the Governance framework of the Council to trigger a 'local lockdown'.</p>	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open

COUNCIL RISK REGISTER – RESTART													
2. RESTART * background information includes reference to the HM Government Recovery Strategy May 2020			Inherent Risk			Existing Controls	National responsible body/Council lead	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score			Likelihood	Impact	Score			
1	Economic/ Financial	there is an increased risk of a critical business failure to the just-about-managing (JAMs) who are likely to be most exposed to those sectors affected by the mandatory shutdowns in retail, hospitality and leisure.	5	4	20	Government-funded furloughs will be helpful insofar as these businesses stay afloat, which will be difficult where market demand has been lost rather than deferred. State backed loans are being offered to the smallest businesses from 04 May 2020 with HM Government paying the initial 12 months interest. The 'Bounce Back' loans scheme offers up to £50,000 to small businesses and sole traders, being made available in 24 hours. Additional business support from the Council who have provided support during the Coronavirus pandemic. A new series of workshops will run over four weeks to assist businesses affected by the COVID-19 crisis in preparation for when lockdown is lifted including workshops on how to create ads, diagnose and fix web issues, social media scheduling and image design, Google analytics and Google console training. Business can also use the business social media platform to engage and trade with other local companies including Twitter, Facebook, LinkedIn and Instagram.	HM Treasury	4	4	16	Keep risk under review	25/08/2020	Open
2	Social	there is an increased risk to, trades and other occupations who are least suited to working from home. Their reliance on public modes of transportation once initial restrictions are lifted will place them at the forefront of the next wave of infections and deaths.	5	4	20	Safe distancing posters have been sent to local businesses which are still open to ensure employees and customers remain safe. Businesses can access the poster on the Council's business website. HM Government's easing of lockdown for more retail businesses in June. 04 June 2020 HM Government revised guidance of using face coverings when using Public Transport from 15 June 2020 and also in NHS settings. HM Governments further relaxing of lockdown restrictions and end of shielding. 01 August 2020 Businesses begin to take financial responsibilities for a proportion of furlough costs. HM Government incentive to pay £1000 per employee retained following furlough. 14 August 2020 Lockdown to ease further in England from 15 August 2020, more beauty treatments, small wedding receptions and live indoor shows can resume. This to include performance venues with socially distanced audiences, 30 guests at a wedding reception, piloting a small number of events at sporting venues for a safe return of spectators; Casinos and bowling alleys to reopen. All to operate but can be subject to change if a local lockdown restriction is imposed.	Department for Transport	3	4	12	Keep risk under review	25/08/2020	Open
3	Social	there is an increased risk to new entrants to the labour market who may face structural dislocations that can disadvantage their lifetime earning potential.	5	4	20	Recovery group	Department for Work and Pensions	4	4	16	Keep risk under review	25/08/2020	Open
4	Social	there is an increased risk of intergenerational fairness becoming even more intractable. Interest rates at the zero lower bound may help those seeking to refinance a mortgage but will be unwelcome to first-time buyers saving for a deposit. In contrast to incomes that have been depressed or lost altogether, wealth may recover more quickly benefiting older households.	5	4	20	05 June 2020 - MHCLG extend period banning new evictions to protect renters until 23 August 2020. August 2020 - MHCLG announced proposals banning new evictions for 4 weeks and new 6 month notice periods to be in place until at least 31 March 2021.	Ministry of Housing, Communities & Local Government	5	4	20	Keep risk under review	25/08/2020	Open
5	Social	there is an increased risk for educational attainment – and those unable to engage with "virtual learning".	5	4	20	Council procured laptops and dongles to enable access to the internet.	Strategic Director of Childrens Services	3	4	12	Keep risk under review	25/08/2020	Closed
6	Human resources	there is an increased risk that staff may misinterpret announcements by the Prime Minister regarding easing of lockdown as a green light to return to office based working .	4	4	16	Chief Executive messaging through h&f engage to all staff undertaken in advance of any expected announcement ahead of the Victory in Europe Bank Holiday. The majority of staff will continue to work agilely at home with only essential staff working in H&F either in our buildings or directly providing services to our residents. 22 June 2020 Recovery Board and h&f Engage messages provide an updated status on home and office working. August 2020 All services planning to return should be departmentally led and proposals outlined at Recovery Board.	Chief Executive	3	3	9	Keep risk under review	25/08/2020	Open
7	Environmental	there is an increased risk that the re-opening of the Smugglers Way and Cringle Dock recycling centres may be overwhelmed during their initial re-opening	4	4	16	Horizon Scanning Social Media messaging Opening times for residents based on registration plates Pedestrian one-way system in operation Pre-registering for vans Social distancing measures for residents and staff Limited intake of Green Garden Waste and bagged General Waste (the waste that you would normally place in a rubbish bin). 22 May 2020 WRWA Smuggles Way Recycling Centre return to usual opening hours and offer increased opportunities.	Chief Officer, Public Realm	3	3	9	Keep risk under review	01/06/2020	Closed

COUNCIL RISK REGISTER – RESTART													
2. RESTART * background information includes reference to the HM Government Recovery Strategy May 2020			Inherent Risk			Existing Controls	National responsible body/Council lead	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score			Likelihood	Impact	Score			
8	Legislative /Regulatory	there is a risk that the HM Government's easing of the lockdown will result in some businesses not having social distancing measures or robust risk assessments in place ready for opening. For example, estate agents, housing viewings, lettings, garden centres resulting in increased calls for guidance and assistance from the Council's Health and Safety Team	4	4	16	HM Government additional resources for the Health and Safety Executive including advice and regulation. Review by Regulatory Services.	Chief Officer, Safer Neighbourhood and Regulatory Services	4	3	12	Keep risk under review	04/08/2020	Closed
9	Competitive	there is a risk that the HM Government's easing of the lockdown will result in some businesses or groups buying large volumes of PPE stock increasing pressure to the supply to the Council.	4	4	16	Ongoing review of supply and demand through the existing procurement processes established for the Covid-19 response 17 June 2020 The Council now has sufficient stocks that could be used in the event of a second wave. Discussed at Silver Horizon Scanning	Director of Resources	4	3	12	Keep risk under review	18/06/2020	Closed
10	Competitive	there is a risk that the HM Government's easing of the lockdown will result in some organisations seeking supplies of PPE through the Council.	4	4	16	Ongoing review of supply and demand through the existing procurement processes established for the Covid-19 response 24 June 2020 - Horizon scanning determined that the Council holds a significant amount of PPE stock. The Assistant Director for Facilities Management and Director of Finance to discuss and prepare a short report to SLT on third party PPE requests. August 2020 - report of the Head of Procurement and Contracts seeks to establish supplies to replenish stocks.	Director of Finance Assistant Director of Facilities Management	3	3	9	Keep risk under review	25/08/2020	Open
11	Customer/Client	there is a risk that the HM Government's easing of the working hours in the construction industry will have an adverse effect on the local residents and businesses.	4	4	16	Briefing note taking proposals to Strategic Leadership Team with input from the Economy and Children's Services Department.	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
12	Customer/Client	there is a risk that the HM Government's proposals for primary schools to return on 01 June 2020 will raise concerns from staff about safety in the school setting and their journey into work including provision of parking and implementation of distancing measure in the classroom and play areas. *HM Government proposals amended for schools to return in September 2020.	4	4	16	World Health Organisation guidelines. Space planning. Transport planning. Supporting Schools catalogue of services offer including; space planning for classrooms, cleaning webinar for caretakers and business managers, internal building adaptations, surveys of hand cleaning facilities, providing free laptops and Wi-Fi schemes under the HM Government initiative, staff key worker parking, access to the Council's PPE Supply Chain, financial advice for schools. 22 May 2020 - Statement on schools from the Leader of the Council 12 June 2020 - Whilst some schools have seen a small return of pupil numbers HM Government conceded that 01 June was not realistic timeframe and that an expectation will be that schools would return in September 2020. 27 July 2020 - Children's Services report to Children and Education, Policy and Accountability Committee on the response to Covid-19 including , Family Services; Looked After Children; Education; SEND; Commissioning	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
13	Customer/Client	there is a risk that the HM Government's proposals for retail businesses to re-open in mid-June will result in some businesses not being Covid safe on re-opening.	4	4	16	27 May 2020 H&F Brilliant 4 Biz communications - Working safely during Coronavirus - Webinar from the Department of Business Energy and Industrial Strategy through Eventbrite. The Council has published details for businesses of the HM Government and Health and Safety Executive guidance on social distancing for business, carrying out risk assessments in accordance with Health and Safety Executive, PPE, customer safety including specific guidance for; Construction and other outdoor work; factories, plants and warehouses; labs and research facilities; offices and contact centres; other people's homes, restaurants offering takeaways and deliveries; shops and branches; vehicles. The Council has also provided a Covid-19 safety poster for local businesses to display in their premises to help ensure safety of their employees and customers. 24 May 2020 HM Government Ministry of Housing, Communities and Local Government - Reopening High Streets Safely Fund will help councils in England introduce a range of safety measures in a move to get people back to work and customers back to the shops. It will also support a range of practical safety measures including new signs, street markings and temporary barriers. This will help get businesses get ready for when they can begin trading safely, not only in high streets and town and city centres, but also in other public spaces. Councils will also be able to use this money to develop local marketing campaigns to explain the changes to the public and reassure them that their high streets and other commercial areas are safe. LBHF Awarded £166.9k The government has published COVID-secure guidelines for people work in or run shops, branches, and stores. This guidance supports shops that are currently open, such as supermarkets and pharmacies, but will also be useful for those in non-essential retail to consider now for when they are allowed to open.	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
14	Environmental	there is a risk that the HM Government's proposals for retail businesses to re-open may cause traffic congestion due to a reluctance/advice not to use Public Transport	4	4	16	H&F Adapting public spaces to make travel safer and support H&F businesses. Streets have been temporarily adapted during the Covid-19 crisis. Pavements will be widened, and new segregated cycling lanes installed. The Council has published a timeline for the business relaxation of lockdown. They will be expected to follow the new staying Covid Secure guidelines. 1 June Outdoor markets and car showrooms. 15 June all remaining non-essential businesses will be able to re-open including shops selling clothes, shoes, furniture, books and electronics, tailors, auction houses, photography studios and indoor markets. 4 July plans to open some of the remaining businesses include; hairdressers, beauty salons, food service providers, pubs and cinemas. Horizon scanning meeting 10 June 2020 closed this risk. TfL and the Mayor of London have also identified the concerns about use of Public Transport and have begun issuing free face coverings at bus stations and a number of main tube and rail stations.	Chief Officer, Public Realm	3	3	9	Keep risk under review	25/08/2020	Closed

COUNCIL RISK REGISTER – RESTART													
2. RESTART * background information includes reference to the HM Government Recovery Strategy May 2020			Inherent Risk			Existing Controls	National responsible body/Council lead	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score			Likelihood	Impact	Score			
15	Health and Safety	there is a risk that the HM Government's proposals for reduction of lockdown restrictions could lead to local housing estates, schools, businesses or workplaces being closed in order to stem the virus. Hotspots could be placed under local lockdown conditions	4	4	16	Contingency planning Review of service continuity plans to prepare for a 2nd wave of infections or local outbreak. Public Health Planning London Planning Outbreak Plans	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open

COUNCIL RISK REGISTER - RECOVERY													
3. RECOVERY Senior Responsible Officer, COVID Director			Inherent Risk			Existing Controls	Senior Responsible Officers/Group	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of"	Likelihood	Impact	Score			Likelihood	Impact	Score			
1	Social	there is an increased risk in meeting humanitarian assistance which is likely to include sustained financial support	5	4	20	Recovery Strategy, Horizon scanning, Humanitarian aid planning, Recovery Group	Head of Regulatory Services	3	4	12	Keep risk under review	25/08/2020	Open
2	Customer/Client	there is an increased risk in meeting pent up demands for services temporarily suspended or reduced during the COVID response.	5	4	20	Recovery Strategy, Horizon scanning, Recovery Group	Strategic Leadership Team	4	4	16	Keep risk under review	25/08/2020	Open
3	Environmental	there is a risk that any return to office-based working is delayed due to implementing new distancing measures and workforce rota's in offices	4	4	16	Facilities management and People and Talent workplace and workforce planning, risk assessment. Recovery Group. Ways of Working.	Assistant Director of Facilities Management, Assistant Director of People and Talent	3	3	9	Keep risk under review	25/08/2020	Open
4	Economic/Financial	there is a risk to local arts, theatres, music and other venues in the borough if the period of social distancing continues for a considerable period	4	4	16	Recovery Strategy, Arts Strategy, Recovery Group	Assistant Director of Leisure Sports and Culture	3	4	12	Keep risk under review	25/08/2020	Open
5	Political/Policy	There is a risk to employment and businesses in the hospitality and travel sector	4	4	16	Recovery Strategy, Recovery Group	Strategic Director the Economy Department	4	4	16	Keep risk under review	25/08/2020	Open
6	Human resources	There is a risk that services begin to re-design office or workplace layouts without reference to corporate plans and asset management.	4	3	12	Recovery Strategy, Recovery Group, Phased approach to re-occupation of Corporate Buildings, risk assessment. 01 June 2020 Recovery and budget planning assessment to be completed by 22 June 2020 08 June 2020 Re-occupation of corporate properties survey to be completed by 10 June 2020 17 June 2020 Asset plans discussed at Recovery Board, communications to Officers on the recovery programme now available on the main intranet page and include specific instruction that Officer do not return to the Officer without risk assessment and strict permission from their Director. August 2020 Introduction of a Technical Assurance Group comprising Digital, FM, Workforce and Health and Safety Officers. Services are to use six steps to recovery as available on the Recovery site of the Intranet.	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open
7	Human resources	There is a risk that some businesses are not able to continue due to financial pressures that provide a key service to the Council	4	3	12	Recovery Strategy, Recovery Group, Supply Chain resilience and continuity planning Creditsafe Covid-19 risk appraisal for the Council's suppliers requested Contracts Assurance Board and Chief Executive to consider proposals	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open
8	Technological	There is a risk that network failover tests required in preparation of moving systems out of the Town Hall impact on the Council's Covid-19 response such as they affect the entire network and telephony.	4	3	12	12 June 2020 Raised to Silver Officers by Digital Services on e-mail. Service Continuity Plans. 25 June 2020 Notification e-mail from IT to all staff regarding the failover test occurring in the evening	Strategic Leadership Team	3	3	9	Keep risk under review	25/08/2020	Open
9	Human resources	There is a risk of staff burn out due to the focus, effort and energy committed by staff to the Covid-19 response	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board. Managers encourage staff and themselves to take annual leave - there has since been an increase in staff booking leave - Silver People and Talent report Staff attendance is down by 8% as an indicator that messages are working. Managers Assist has been launched on the Intranet that compliments the Wellbeing Wednesdays, and work Employee Assistance Programme. Regular meetings with TU's and People and Talent Regular reminders of the Council's Welfare Offers and Support Mechanisms Staff Survey	Strategic Leadership Team and People and Talent	4	3	12	Keep risk under review	25/08/2020	Open
10	Human resources	There is a risk that some services are affected by Agile and/or Remote working and that may affect the efficient delivery of services that we aspire to deliver to the public.	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board. Performance Appraisal Lite issued Leadership Forum are sighted on this issue and the People and Talent Team are working with Leaders and Digital Services, FM and the Recovery Board in positive collaboration to address areas. Reference to the ongoing work on the Civic Campus Programme.	Leadership Forum and People and Talent	4	3	12	Keep risk under review	25/08/2020	Open
11	Customer/Client	There is a risk that the demand for pace impacts on areas which require more time and learning – such as innovation, co-production and climate change	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board	Director of Covid-19	4	3	12	Keep risk under review	25/08/2020	Open

COUNCIL RISK REGISTER - RECOVERY													
3. RECOVERY Senior Responsible Officer, COVID Director			Inherent Risk			Existing Controls	Senior Responsible Officers/Group	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of"	Likelihood	Impact	Score			Likelihood	Impact	Score			
12	Human resources	Workforce gaps from loss of staff and agency reduction	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board Recovery Planning and MTFS - Innovation and change, taking benefits from Digital Services as a form of Outreach to the Community examples include the use of AI to contact vulnerable people or use of h&f CAN volunteers Financial modelling of the impacts on Council finances and resilience at Finance Board and Strategic Leadership Team	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
13	Partnership	Deterioration in partner relationships leads to loss of confidence in Council and partners overwhelmed/ fatigued/ unclear of their role	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board Partners may be faced with managing new challenges and objectives that are a consequence of Covid-19 The Council has extensively reached out to partners to keep them informed and supported during Covid-19 additional financial support has been made through local organisations funding, HM Government Grants or schemes	Strategic Leadership Team	4	3	12	Keep risk under review	25/08/2020	Open
14	Customer/Client	Failure to consistently communicate and engage with residents on recovery plans	4	4	16	25 June 2020 Raised at pre-mortem with the Leadership forum and discussed at Recovery Board Communications and consultations strategy reviewed and discussed at Recovery Board	Assistant Director Policy and Communications	4	3	12	Keep risk under review	25/08/2020	Open
Opportunity													
1	Human resources	there is an opportunity to retain some of the working from home arrangements proven during the COVID response.	5	4	20	Recovery Strategy, Workforce plan, space planning 01 June 2020 Recovery and budget planning assessment to be completed by 22 June 2020 08 June 2020 Re-occupation of corporate properties survey to be completed by 10 June 2020 13 August 2020 Ways of Working guidelines introduced	Assistant Director for People and Talent	5	4	20	Keep opportunity under review	25/08/2020	Open
2	Environmental	there is an opportunity to retain some of the environmental benefits from reduced commuting and working from home arrangements proven during the COVID response.	5	4	20	Recovery Strategy Climate emergency and recovery presentation at Recovery Board	Chief Officer, Public Realm	5	4	20	Keep opportunity under review	25/08/2020	Open
3	Environmental	there is an opportunity to retain some of the physical use of property benefits from reduced commuting and working from home arrangements proven during the COVID response.	5	4	20	Recovery Strategy	Assistant Director of Facilities Management	5	4	20	Keep opportunity under review	09/06/2020	Open
4	Technological	there is an opportunity to retain some of the services moved to a digital form of delivery proven during the COVID response.	5	4	20	Recovery Strategy; 13 August 2020 discussed at Recovery Board - Digital Services to be a mandatory theme amongst recovery proposals	Strategic Leadership Team, Assistant Director Digital Services	5	4	20	Keep opportunity under review	13/08/2020	Open
5	Human resources	there is an opportunity to return some services which were geographically dispersed to the local area boosting local employment opportunities and resources	5	4	20	Recovery Strategy	Strategic Leadership Team	5	4	20	Keep opportunity under review	25/08/2020	Open
6	Customer/Client	there is an opportunity to review areas of family service provision following the initial Covid-19 outbreak and retain or further develop on-line digital services.	5	4	20	Recovery Strategy; 13 August 2020 Family Services re-opening of the Askham Centre considered at Recovery Board	Strategic Leadership Team	5	4	20	Keep opportunity under review	13/08/2020	Open
7	Customer/Client	there is an opportunity to review areas of the Civic Campus Programme for opportunities and benefits delivered and how they can contribute to the post Covid-19 delivery of Council Services	5	4	20	Recovery Strategy	Strategic Leadership Team	5	4	20	Keep opportunity under review - underway, report to SLT DB and NB The Economy Department working with DP in Finance (Commercial)	14/08/2020	Open

COUNCIL RISK REGISTER - RECOVERY													
3. RECOVERY Senior Responsible Officer, COVID Director			Inherent Risk					Residual Risk					
Ref No.	Class	There is a risk of"	Likelihood	Impact	Score	Existing Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
8	Customer/Client	there is an opportunity to utilise the h&f CAN volunteers in other areas and also to review the current operating hours for the call centre	5	4	20	Briefing	Assistant Director for Housing Operations	5	4	20	Keep opportunity under review	09/06/2020	Open
9	Technological	there is an opportunity to utilise world-leading artificial intelligence technology like the Yokeru system to identify those residents in greatest need and get help to them without delay including food parcels.	5	4	20	Recovery Strategy - The Council quickly put in place h&f Shield with Volunteers from h&f CAN and staff from the business intelligence unit. Yokeru were brought in to make automated calls to 9000 residents to see who needed help urgently. Volunteers and staff then followed up in person.	Assistant Director Digital Services	5	4		Keep opportunity under review	25/06/2020	Open

COUNCIL RISK REGISTER – TEST AND TRACE													
4. TEST AND TRACE Lead Officer Customer Service Transformation Manager			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of..”	Likelihood	Impact	Score	Existing Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
1	Health and Safety	There is a risk that the Covid-19 response in the local area is not sufficient in addressing outbreaks or hotspots.	5	5	25	<p>HM Government Test and Trace NHS Test and trace contacting website Contact Trace Project Contact Tracing Communications Plan utilising existing communication channels, e-news, Nextdoor, letters, leaflets, banners, posters and the residents involvement team in Housing, Schools staff zone, Sobus for the community and voluntary sector, Ward Action Groups, Somali consortium, Young Hammersmith & Fulham Foundation and wider community sector. Adult Social Care and Public Health Commissioning can disseminate information to the services they commission, which includes drug users, the homeless, people fleeing violence, LGBT communities, people with disabilities.</p> <p>Local Government Health and Wellbeing Board 17 June 2020 Key areas identified by Public Health Include:</p> <ul style="list-style-type: none"> • Schools mainstream and special needs schools • Mental health service provisions • Care Nursing Homes • Sheltered accommodation • Dormitories – Migrant workers • Housing Multiple Occupancy (HMO's) • Homelessness hostels <p>and following further feedback from Public Health - Business and Workforce Existing Service Continuity Plan Leads and Plans. 04 August 2020 Outbreak Plans and walkthrough testing. 17 August 2020 Outbreak Plans for Imperial University setting walkthrough.</p>	Director of Public Health	3	3	9	Keep risk under review	17/08/2020	Open
2	Social	Lack of engagement in the test and trace system.	5	5	25	<p>Obstacles and barriers acknowledged in the Contact Tracing Communications Plan.</p> <p>Measures include; Daily social media output supporting national and local public health messaging (retweets etc.) Weekly updates in e-news on what is happening with contact tracing in the borough. Letters (to be provided by PHE) to those told to self-isolate. Media opportunities. Potentially highly localised individual communications plans to support local lockdowns, including: targeted messaging on Nextdoor; letters to residents; street posters; leaflets in windows etc. Local NHS organisations/ health providers to be informed of H&F plans (NHS NWL CCG, NHS H&F CCG, Imperial College Health Partnership, Imperial College Healthcare NHS Trust NHS West London Trust, Central London Community Healthcare NHS Trust, H&F GP Federation, H&F PCNs, Middlesex LPCs) to ensure consistent messaging and support Local VCS, Imperial College London, H&F Healthwatch, housing associations in H&F, MPS, LFB & LAS to be informed of H&F plans to ensure consistent messaging and support All services that ASC & PH commission to be sent details of the H&F plans to ensure consistent messages and support Upstream, Hammersmith Bid, Fulham Bid and Shepherd's Bush Business Forum to be sent detail of the plans and how they can support H&F with consistent messaging re track and trace LBHF Test and Trace Project plan</p>	Director of Public Health	4	3	12	Keep risk under review	18/06/2020	Closed
3	Health and Safety	risks associated with the of identification of Covid-19 at a borough level	5	5	25	<p>Public Health England Contact Tracing data. Public Health England Daily report for London PHE Centre. Local Outbreak Control Plan containing seven key themes and actions allocated to named Officers. Contact tracing Wellbeing Plans Supporting the Vulnerable - Local Government Association Guidance as below; That the underlying principle of support be that people will be assisted to access food and key goods themselves, for example, through supermarket/other deliveries, volunteer shopping etc, rather than be provided with food parcels. As with the shielding systems, Councils should be viewed as the emergency backup position for people struggling to access food. •That those who need to self-isolate, but lack support, should be referred directly to Councils via the appropriate helpline number. Any monitoring requirements of the local response should be agreed with Councils at the outset, should be proportionate and be used to inform future developments so the focus of activity can remain on supporting the vulnerable. •Councils will also be able to refer to statutory services such as Adult Social Care where necessary, and also signpost to local services that support wellbeing and reduce isolation. Councils will wish to develop specific approaches for 'hard to reach' vulnerable groups-such as rough sleeper and gypsy and traveller communities-and to also manage risks that have emerged during lockdown, such as the increase in domestic abuse. Local plans also will need to use the growing evidence based to minimise the impact on particular BAME groups and on existing health inequalities</p>	Director of Public Health	3	3	9	Keep risk under review - Test and Trace Project	04/08/2020	Open
4	Economic/ Financial	risks associated with the financing of Covid-19 at a borough level	5	5	25	<p>Hardship funding made available at the local level by HM Government to enable the council to respond most effectively to the different circumstances where this need could arise. For example, there may be some circumstances where people need additional financial support as a result of the requirement to self-isolate, despite the provision of statutory sick pay for those unable to work from home.</p>	Director of Public Health	4	3	12	Keep risk under review	25/08/2020	Open

CORPORATE CONTINUITY													
5. CORPORATE CONTINUITY Lead Officer Business Continuity Manager			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of..”	Likelihood	Impact	Score	Existing Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
1	Technological	risks associated with the failure of the IT Network infrastructure	5	5	25	Insurances-Business Continuity plan(s)-Disaster recovery plan-Service Resilience Group	Chief Digital Officer	3	4	12	Keep risk under review	14/08/2020	Open
2	Technological	risks associated with the failure of the IT Network Cyber-attack (e.g. Total or partial loss of data)	5	5	25	User training and guidance-Firewalls-Backups-Insurances-Business Continuity plan(s)-Disaster recovery plan-Service Resilience Group	Chief Digital Officer	4	4	16	Keep risk under review	14/08/2020	Open
3	Technological	risks associated with loss of a major IT system	5	5	25	Business Continuity plan(s)-Contractual obligations of the provider-periodic credit reviews-contract management-emergency procurement-	Asset Owner/Director	3	3	12	Keep risk under review	14/08/2020	Open
4	Economic/Financial	risks associated with the exit of the EU	4	5	20	Business Continuity plan(s)	Director of Finance	3	4	12	Keep risk under review	14/08/2020	Open
5	Human resources	risks associated with Workforce - Covid	5	5	25	Workforce plan-Vendor Neutral Agency Provider-'Business Continuity plan(s)-Outbreak Plan	Assistant Director of People and Talent	3	4	12	Keep risk under review	14/08/2020	Open
6	Environmental	risks associated with Terrorism or Explosion in the local area	5	5	25	Licensing and inspections-Security-Emergency Plan-Business Continuity plan(s)-Insurance	Assistant Director of People and Talent	3	4	12	Keep risk under review	14/08/2020	Open
7	Customer/Client	risks associated with loss of a significant supplier (non-IT)	5	5	25	Contract Management-Credit Checking- Supply Chain Assessment--Business Continuity plan(s)-emergency procurement	Head of Procurement and Contracts	3	4	12	Keep risk under review	14/08/2020	Open
8	Energy or Fuel	risks associated with loss of Utilities (Power, Gas, Water)	5	5	25	Contract Management- Supply Chain Assessment--Business Continuity plan(s)-emergency procurement-Emergency Plan	Assistant Director of Operations the Economy Department	3	4	12	Keep risk under review	14/08/2020	Open
9	Environmental	risks associated with total loss of use of a building, office or workplace. (Fire, flood, collapse, cordon, social disorder or protest)	5	5	25	Asset management-Business Continuity Plan(s)	Assistant Director of Operations the Economy Department	3	4	12	Keep risk under review	14/08/2020	Open
10	Legislative/Regulatory	risks associated with ensuring completion of a successful election.	5	5	25	Elections Team-Elections Project Team-Business Continuity Planning.	Head of Electoral Services	2	4	8	Keep risk under review	14/08/2020	Open
11	Partnership	risks associated with failure of a strategic partnership (IBC, Family Support, Pensions Admin.)	5	5	25	Partnership governance and appointments-Performance Reviews-Business Continuity Plan(s)	Strategic Leadership Team	3	4	12	Keep risk under review	14/08/2020	Open
12	Partnership	risks associated with failure of a banking or payment system	5	5	25	Performance reviews-Business Continuity Plan(s)-Use of Procurement Cards-repeat last payments run	Director of Finance	2	4	8	Keep risk under review	14/08/2020	Open
13	Partnership	risks associated with the running of the mortuary service on behalf of other London Boroughs	5	5	25	Performance reviews-Business Continuity Plan(s)--Designated Disaster Mortuary Plan	Director of Resources	2	4	8	Keep risk under review	14/08/2020	Open
Community risks													
1	Economic/Financial	risks associated with Brexit and the impact on supplies, food, power and workforce.	5	5	25	Brexit Planning	Director of Finance	4	4	16	Keep risk under review	14/08/2020	Open
2	Social	risks associated with Covid 19 and the impact on supplies, food, power, employment and Public Health	5	5	25	Covid Response and Recovery Planning - Outbreak Plans - Business Continuity Plans	Strategic Leadership Team	4	4	16	Keep risk under review	14/08/2020	Open
3	Customer/Client	risks associated with Terrorism or Hostile Vehicle attack in the local area	4	5	20	CCTV-Street Design and Planning-Situational awareness and liaison with the Police	Community Safety Manager	4	4	16	Keep risk under review	14/08/2020	Open
4	Customer/Client	risks associated with Fire	4	5	20	CCTV-Fire Safety Measures-Property Design and Planning-LFB	Community Safety Manager	2	4	8	Keep risk under review	14/08/2020	Open
5	Customer/Client	risks associated with Climate Change (heat, flood, cold, wind)	4	5	20	Declaration of a Climate Change Emergency-Residents Commission-Air Quality Monitoring-Traffic controls and Initiatives-SuD	Climate Strategy Lead	3	4	12	Keep risk under review	14/08/2020	Open