

London Borough of Hammersmith & Fulham

Report to: Audit and Pensions Committee

Date: 01/12/2020

Subject: Risk Management

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

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	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none">• Building shared prosperity• Creating a compassionate council• Doing things with local residents, not to them• Being ruthlessly financially efficient• Taking pride in H&F	<p><i>Good risk management helps to: maintain and promote the Council's reputation;</i></p> <p><i>is an enabling tool to help protect residents and staff including some of the most vulnerable in society;</i></p> <p><i>place people, businesses and the wider community at the heart of everything we do;</i></p> <p><i>ensure robust financial and information management and supports internal control, opportunity and innovation;</i></p> <p><i>protect valuable assets and the built and natural environment.</i></p>

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. 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

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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. This is particularly more important as the region, Greater London, has experienced a second wave of infections related to the Coronavirus outbreak and were subsequently moved to tier 2, high, of the government's new three tier coronavirus restrictions system effective on 17 October 2020.
- 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. The Council have risk management arrangements in place which feed into the risk register accompany the report, Appendix 1. This register houses the most significant cross-cutting risks that could impact on the outcomes that are set out in the Council's Priorities. These risks can be internal or external facing. Internal risks relate to the organisation itself and cover areas such as programmes, workforce, business continuity, safety or technology. External risks are those that can affect the local area, its people, communities, businesses and infrastructure where the Council often has a role, in partnership, to mitigate them. We have amended the standing corporate risks previously presented to the Committee to include the Coronavirus.
- 1.6. The risk management arrangements take into consideration the National Risk Assessment (NRA), published by the Cabinet Office. The NRA captures the changing risk landscape affecting the UK and is also used to inform the more local London Risk Register. The guidance and template for Committee and Strategic Leadership Team reports for decision making require authors to detail the risk management aspects as part of report considerations. Report authors have the opportunity to review and reflect on risk information and the links to relevant corporate standing risks.

- 1.7. 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 Strategic Leadership Team. 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
- Coronavirus
- Council Resilience
- Financial Management (in-year and the medium term)
- Information management
- Climate change adaptation / mitigation

Risk management 2020/21

- 1.8. Since March 2020, a significant amount of risk management focus has been the ongoing work related to the Coronavirus pandemic. Council services have, and will continue to be, impacted by the pandemic and this places additional focus on risk management arrangements to ensure that new evolving risks are identified and treated. The impact of the Coronavirus on the council's corporate risks has seen risks rise sharply and, in some cases, considerably for example risks associated with the economy. To ensure that these are captured the risk register seeks to incorporate those together with their mitigations whilst always observing and considering input from key service areas. With the signing of the Withdrawal Agreement by the UK Government, the immediacy of the UK leaving the EU without a deal receded. This risk rose sharply in October as the prospect of a trade deal with the EU became less likely. The council continues to monitor the progress of negotiations between HM Government and the EU and any risks or opportunities arising from this.

Risk appetite

- 1.9. 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 through a second and potentially successive waves the Council will need to take carefully considered risks to develop new and innovative ways to continue to deliver services, support 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

- 1.10. This report provides assurance on the council's corporate risk management arrangements, explaining the internal control arrangements in place at a strategic level. It provides one of the sources of assurance the Committee can consider when approving the Annual Governance Statement. It also enables the Committee to fulfil

its roles under the Committee's Terms of Reference to review the adequacy of council's Corporate Governance arrangements, including matters such as internal control and risk management.

- 1.11. 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.
- 1.12. Appendix 2 provides a chronology of key HM Government measures implemented.

Risk Overview

- 1.13. The coronavirus (Covid-19) 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.
- 1.14. Since the last update to the Committee rates of transmission nationally have continued to rise. Since 18 September, premises and venues across England are required by law to have a system in place to record contact details of their customers, visitors and staff. On 20 September a new £500 isolation support scheme was announced for people on low incomes who face loss of income due to testing positive or being asked to self-isolate by NHS Test and Trace.
- 1.15. In response to rising cases of Covid-19 across the country, on 21 September the UK Chief Medical Officers and Joint Biosecurity Centre recommended that the UK Covid level moves from level 3 (Covid-19 is in general circulation) to level 4, (Covid-19 is in general circulation, transmission is high or rising exponentially).
- 1.16. On 22 September the Prime Minister announced national measures, including advising people who can work from home to do so. Additionally, a pause on planned re-opening of conferences, sporting events and exhibitions from 01 October. Other measures introduced from 23 September were the mandatory wearing of face coverings for taxi and private hire customers, within hospitality venues except when seated; for retail staff, with fixed penalties enforceable by the police.
- 1.17. Hospitality venues are legally required, from 24 September, to display the NHS QR code and ensure that no individual group larger than six enters the premises and close at 10.00 pm. Licensed services can only offer a table service and businesses that fail in these duties may be fined £1000, rising to £10,000 for repeat offences.

Key Controls in place to manage the risk

- 1.18. On the 24 September the NHS Covid-19 app launched. The Chancellor unveiled the Winter Economy Plan that included a Job Support Scheme replacing the furlough scheme from 1 November and an extension to the Self-Employed Income Support Scheme.

1.19. 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. Social distancing, testing, tracing and managing outbreaks and community transmission are essential components in the response to the virus. Effective communications are central in the period ahead to encourage everybody to take the required steps to help themselves and keep others safe whilst Covid-19 remains in circulation.

1.20. Key controls in place also include:

- From 28 September, a new legal duty to self-isolate came into force for people who test positive or come into contact with someone who has tested positive for Covid-19. Fines of £1,000 enforceable by the police for breaches, increasing to £10,000 for repeat offences.
- Input from the Director of Public Health, Covid Director and Services on the areas of Infection control and prevention, communications, business continuity plans, Outbreak plans, local Outbreak Control management and locally controlled test and tracing arrangements.
- Ongoing work of the Council's Environmental Health Officers and their support to help local businesses be Covid safe.
- Interpreting and responding to changes in regulations and guidance issued by HM Government at pace.
- Reinforcing clear communications as a priority across services and to the community to ensure that people understand restrictions introduced by HM Government. Working to make these messages as simple as possible so that people understand the importance of keeping distance from others, wearing a face covering, washing hands, accessing testing and self-isolating in order to reduce the spread of the virus.
- Establishing a single Covid-19 Board structure for Covid-19 related management of ongoing Issues, Outbreaks and Recovery.
- Responding to the impacts of Covid-19, the challenges ahead and use of data.
- The Council's Strategic Leadership Team have received regular reports setting out details of the Council's preparations and ongoing actions to respond to the Coronavirus Pandemic and the second wave response but also the Recovery.
- Maintaining communications with the workforce through h&f engage, e-mail, twitter and through cascading messages.
- In addition, the Strategic Leadership Team has received reports detailing the impact of Covid-19 on the Council's revenue budget. The financial management arrangement will continue to be kept under review during the year.
- 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.
- The council's ability to quickly assemble officers to deal with a major disruption event alongside partner organisations continues to demonstrate resilience.

- 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.
- Updating Person and Place risk assessments, Ways of Working guidance and on-line support to the workforce for example Well-being Wednesday sessions.

- 1.21. The current and future financial climate for local government represents a significant risk to the Council's priorities and ambitions. The impact of Covid-19 on the economy will be felt by businesses and residents resulting in an increase in demand of services and significant reductions in income realised by the Council. Whilst every possible effort is being made to protect front line services the position remains challenging and may not be sustainable.

Further actions

- 1.22. Detailed information on the actions of the council continues to be provided to the council's Policy and Accountability Committees.

Conclusions

- 1.23. Local authorities face significant pressures over the coming months as increased rates of transmission of Covid-19 combine with financial pressure and the other concurrent pressures as we enter Winter and approach the end of the EU exit transition period. Council Officers and services continue to work with all partners to rapidly respond to changing circumstances, interpreting and implementing new guidance and regulations.

List of Appendices:

Appendix 1 - List of Post Covid-19 risks.

1. Ongoing response;
2. Restart;
3. Recovery and Opportunity;
4. Contact Tracing (now incorporated into Business as Usual);
5. Corporate Continuity & Community and;
6. Corporate Health and Safety.

Appendix 2 - List of national policy developments.

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; Banners and posters across the borough, Social distancing, keep a car length away.; Closure of; Area Housing Offices, 145 King Street Customer Service Centre and the Registry Offices, Parks and Adult Learning Centres, Leisure centres, The Lyric Theatre, Libraries; Eviction warrants suspended; Cancellation or postponement of events e.g. The Boat Race, Polo in the Park.; Re-opening Parks on a trial basis for exercising following new police powers and the Council's publicity posters campaign. Reopening in a Covid safe way is being managed through the council's Recovery Board. 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. Sheltered Housing - increasing our presence and frequency of cleaning in the communal internal areas.; 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.; Safe distancing for operatives and contractors, verification re: self-isolation. Megaphones 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. 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 (since closed from 13 August 2020).</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. ; 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; 04 August 2020 Waiver required to direct award local testing for H&F at H&F GP's; 07 September 2020 Covid-19 multi-language information video by h&f staff;</p> <p>11 September 2020 Covid-safe pool ready swimming lessons introduced at the Phoenix Fitness Centre and Janet Adegoke swimming pool. The Council also introduced a phased re-launch of the Better Swim School.</p> <p>18 September 2020 Outbreak plan and planning for differing settings, walkthroughs of Outbreak Plans with key Officers. Incident Management Teams led by Director of Public Health and setting up of Local Test and Trace service. Additional Environmental Health Officers appointed and have commenced work to aid compliance.</p> <p>21 September 2020 h&f CAN to receive queries from the public concerning non-compliance and triage them before despatch to Officers. Other measures include the reporting to the Met. Police own non-compliance reporting site.</p> <p>22 September 2020 sKIDS Public Health England Survey - PHE recruited 138 schools across England, including 89 schools that are participating in the weekly swab study and 47 schools having swabs and blood tests done at the beginning and at the end of the summer term.</p> <p>24 September 2020 NHS COVID-19 app launch for business and local venues. NHS QR poster. This will make it easier for customers to safely check-in to a business and be alerted in the event of a COVID-19 outbreak.</p> <p>20 September 2020 Director of Public Health letter to parents and carers - what to do if your child is unwell. 18/23/24 September Social media - NHS Covid-19 App, keep h&f safe and stop a 2nd miserable lockdown, QR code logging in a venue. 22 September 2020 New national restrictions announced by HM Government.</p> <p>25 September 2020 Returning to school safely - Director of Public Health message regarding schools, updates concerning rising infection rates, published on the h&f website with videos, school staff zone and school's newsletter. Schools have had to complete thorough risk assessments and are following the latest advice and guidance from Government and Public Health England. h&f Council campaign in support of downloading the NHS Covid-19 App. Social media feed re: Covid positive cases in h&f, London and England</p> <p>28 September 2020 New legal duty to self-isolate came into force following a positive test result or are contacted by NHS Test and Trace.</p> <p>30 September 2020 Resilience Group meeting - Olympia testing unit opening, discussions are taking place with DHSC regarding facilities at Westfield Shopping centre. Environmental Health Officers are visiting supermarkets to check compliance with face coverings for staff.</p> <p>07 October 2020 Successful implementation of local test and trace and handover to the business. 15 October 2020 Announcement that Greater London Councils are to be placed in tier 2 from 17 October 2020 along with the new restrictions that accompany that.</p>	Covid-19 Board; Strategic Leadership Team Director of Public Health Director of Covid-19	3	4	12	Keep risk under review	15/10/2020	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; Business connects e-newsletter, FAQ's; Listing of businesses required to close by HM Government ; Link to HM Government guidance for help to employers and businesses; Guidance note on furloughed workers; All retail, hospitality and leisure businesses in England qualify for the business rates holiday for the 2020 to 2021 tax year.; The Small Business Grant Fund (SBGF) HM Government; The Retail, Hospitality and Leisure Grant (RHLG) HM Government details of both grants applications to Businessrates@lbhf.gov.uk; Coronavirus Business Interruption Loan Scheme is being delivered by the British Business Bank; HMRC Tax advice help line for VAT queries; Self-employed Income Tax deferral, HMRC Self-Employment Income Support Scheme taxable grant of up to £7,500 07 May 2020; HM Government's COVID-19 Corporate Financing Facility; Business resilience advice contact; h&f Business Helpdesk e-mail and phone contact; Moved to digital sessions for business 1-2-1 advice clinics, booking via Eventbrite; Additional support links - Facebook small business grants programme, free crowdfunding support, Met. Police guidance for business, business support guidance from the Mayor of London; h&f Council received £49m from HM Government to make grants to local businesses in payments of either £10,000 or £25,000. 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. 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. 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.; 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 encouraged to send in their details to businessrates@lbhf.gov.uk.; 12 May 2020 HM Government announce the Coronavirus Job Retention Scheme will</p>	Strategic Director for the Economy, Director of Finance	3	3	9	Keep risk under review	15/10/2020	Open

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						extend to October 2020. 19 May 2020 H&F Brilliant 4 Biz launching an improving business website presence Webinar; 21 May 2020 HM Government - Future Fund for start-ups launched £500m emergency support package; 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; 27 May 2020 HM Government - The Coronavirus Statutory Sick Pay Rebate Scheme; 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. 02 September 2020 h&f Circles and LBHF Shop Local Shop Safe Video.; 09 September 2020 The Economy, Housing and the Arts Policy and Accountability Committee report on Upstream. Upstream supports the arrival of key anchor companies and helps galvanise and build relationships with the science, tech and creative businesses whose engagement is critical to the delivery of the Industrial Strategy. Upstream has engaged business in the Borough in a way not done before. With the outbreak of COVID-19, Upstream moved its events and assistance online. Instituted e-coffees for businesses to sign up to and actively reached out to businesses. This resulted in a good understanding of the problems different businesses were facing and where possible, signposted and connected them to help available. In addition to highlighting the offers (space, products, events) from local businesses through our communication channels, here are some other ways Upstream has made a difference during COVID-19: a) Connecting an Imperial AI start-up to LBHF, who assisted with identifying vulnerable local residents who then received a range of support including food parcels b) Connecting YOOX-NET-A-PORTER to LBHF who in turn drew upon the digital expertise of the company's staff to create a website (H&F Circles) for a community group c) Pivoting our events programme to suit the needs of businesses. The 'Recalibrate' series featured experts who advised our audience how to build relationships online in order to achieve sales; to present and pitch virtually; to improve their PR presence and a coaching session on finding purpose. d) convening the White City EVP group to discuss return to work and good practices around the challenge. Within the Upstream team, SP helped design the process for the dispensation discretionary grants and worked as an assessor alongside LBHF colleagues. PG set up and runs Patch, a volunteer mentor matching service that operates under LBHF's auspices. 07 October 2020. Self-employment scheme extension. The extension will provide two grants and will last for six months, from November 2020 to April 2021. Grants will be paid in two lump sum instalments each covering a three-month period. 02 September 2020 Kickstart scheme - DWP The Kickstart Scheme provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit - Kickstart Gateway link to Workzone. 09 October 2020 HM Government announce an extension to the Job Support Scheme commencing 01 November 2020 - grants to be paid up to £2,100 per employee for business unable to operate due to new second wave restrictions - businesses to receive grants up to £3,000 per month that are formal or legally asked to close. 12 October 2020 HM Government announce £257m package to 1,300 arts and cultural organisations nationally.							
25	Social	impact on security of council tenants, private renters and homeowners.	5	5	25	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 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. From 29 August 2020 landlords are not able to start possession proceedings in most circumstances unless they have given tenants six months' notice unless where the landlord wants to evict the tenant because of rent arrears of six months or more, anti-social behaviour, domestic abuse or false statement. Ministers have extended the ban on landlords evicting tenants in England until 20 September 2020. Homeowners If a homeowner, call the mortgage provider to explain a change in circumstances because they will be able to pause mortgage payments for up to three months.	Assistant Director of Residents Services, Strategic Director for the Economy	5	3	15	Keep risk under review Risks to Private renters increased as deadline of the ban on evictions has expired.	21/09/2020	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	Ongoing review by the Economy Department Regular reporting to Director responsible for COVID-19 and Cabinet Member for Housing fortnightly. 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 18 September 2020 SLT briefing on position - Recent increase in COVID 19 cases has led to increase in residents refusing entry due to self-isolating. Numbers being managed and low. 30 September 2020 briefing on the position and notification of change of contractors for the asbestos survey contractors in Housing. 14 October 2020 briefing on the position and increases in COVID 19 cases has led to increase in residents refusing entry due to self-isolating. Numbers being managed and low. Key capital works update provided.	Strategic Director for the Economy Department	3	3	9	Keep risk under review	15/10/2020	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	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 Reviews of business continuity plans. 14 October 2020 - All business continuity plans to be reviewed periodically, every two months, in response to the second Covid wave/ No trade deal agreement with the EU/ Potential of a Cyber Attack.	Head of Procurement and Contracts	4	3	12	Keep risk under review	15/10/2020	Open
37	Social	prevention of social unrest and	5	5	25	The local area's existing and continuing strong sense of community and inclusion.	Assistant	3	4	12	Keep risk under	08/10/2020	Open

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		crime and disorder.				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 22 September 2020 Report to Children and Education Policy and Accountability Committee - Formation of the Gangs, Violence and Exploitation Unit. This approach includes the involvement of those within Children's Services, Housing, the Voluntary Sector and employment to provide a better future for our young people. Six outcomes outlined; Participation; Community Support; Prevention; Early intervention; Protection; Community Resilience with Key Performance Indicators and Measures for monitoring.	Director Safer Neighbourhoods				review		
44	Economic/ Financial	COVID financing during the ongoing crisis and then recovery	5	5	25	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. 24 September 2020 - Finance Board Chaired by Director of Finance, Grant returns to HM Government are processed by the Corporate Finance Team with input from Services. Latest deadlines discussed. 05 October 2020 A follow-up report was prepared for and discussed at Finance, Commercial Revenue and Contracts Policy and Accountability Committee. - Key messages; If the government does not fully fund the Covid-19 pandemic it will pose a significant financial risk.; A net adverse impact of £18.3 million is currently forecast based on best estimate of costs, revenue losses and government funding. Position reported on the return to MHCLG in August 2020. Details of new Covid-19 spending pressures, impact on income and grants are provided in the report.	Director of Finance	4	4	16	Keep risk under review	15/10/2020	Open
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. 22 September 2020 h&f and Clinical Commissioning Group joint report to Children and Education Policy and Accountability Committee - Supporting young people's emotional wellbeing in Hammersmith & Fulham - during lockdown and beyond. 30 September 2020 As one of the first Council's to set up its own Local Contact Tracing service it also enquires about Welfare needs during contact calls to individuals.	Chief Executive Family Services	3	3	9	Keep risk under review	08/10/2020	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

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		
						12 October 2020 Anti-body testing at home for all Adult Social Care Staff. A voluntary free COVID-19 antibody test is being made available regardless of whether symptoms are shown or not. Testing is free for all paid social care staff, including those working in care homes and personal assistants. Information will be shared on how to get tested with third sector partners and paid carers on the H&F website, via our commissioners, and through social work teams.							
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 e.g. Ofsted, CQC 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. 09 October 2020 Health and Safety Board update on general incidents/accidents, which are reported as being low attributable to the restrictions and lockdown in the second quarter of the calendar year. Health and Safety Team reports this is a consistent pattern across London.	Director of Audit Risk Fraud and Insurances	3	3	9	Keep risk under review	09/10/2020	Open
58	Customer/Client	there is a risk that there may be some initial increase in 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 16 September 2020 re-opening of Libraries with adaptations to mitigate Covid-19. An update to residents provided on the Council's Intranet. 25 September 2020 Recovery Board review and approval of a return of the schools admissions service to a Covid safe system of working. 15 October 2020 Announcement that Greater London Councils are to move into the recently introduced HM Government Tiers (Covid Alert Levels) from Tier 1 Medium to Tier 2 High effective on 17 October 2020. Some Recovery Plans for services may need to be paused or reversed if infection rates continue in Greater London.	Gold group Covid-19 Board	4	3	12	Keep risk under review	15/10/2020	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 Mungos 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. 29 September 2020 DHSC recruitment drive to help people with serious mental illness. £27m announced for mental health charity ThinkAhead to expand their mental health social work graduate programme. The charity Mind will help recruit and train a new intake of mental health social workers vital in the response to coronavirus.	Strategic Director of Social Care	3	3	9	Keep risk under review	30/09/2020	Open
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	4	4	16	Head of London Regional Employers Organisation discussing the disproportionate impact of Covid 19 on black, Asian and minority ethnic (BAME) staff. 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 Risk assessment being undertaken by People and Talent using the template issued through the London Regional Employers Organisation. 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. 10 June 2020 Discussed at Horizon Scanning - People and Talent are reviewing risk assessments undertaken and returned by Managers 03 August 2020 Workplace Outbreak Plan 06 August 2020 Review of person risk assessments at Health and Safety Board 13 August 2020 Introduction of the WoW Ways of Working package with enhanced safe return to working practices 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 21 September 2020 Technical Assurance Board - the Corporate Safety Team hold the People and Place risk assessment documents completed by Managers and individuals. 30 September 2020 Ways of Working guidance amendments being undertaken by People and Talent following changes to HM Government guidelines.	Assistant Director People and Talent	3	3	9	Keep risk under review	15/10/2020	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		
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	Horizon scanning. Review of business continuity plans completed. Service departments have undertaken a lessons learned exercise and retained knowledge within plans. New cleaning regimes, social distancing measures introduced in the workplace. Covid risk assessments, workforce and workplace. Public preventative social distancing measures maintained in busy areas within the borough. Enforcement Officers role in implementation of HSE measures in local businesses. Work with Public Health in their planning for a local outbreak Outbreak plans and introduction of Technical Assurance Group 24 September 2020 SLT Assurance - Director of Audit, Fraud, Risk and Insurances to scope a review on Outbreak plans. 28 September - HM Government introduction of new measures across England. 07 October 2020 - Resilience Group to review frequency of meetings with a possibility of increasing from the current once a week.	Strategic Leadership Team	5	3	15	Keep risk under review, residual likelihood increased as local rates and outbreaks increase. 09 October 2020 likelihood increased as the nation sees a surge in Covid infections. Now an issue. 15 October 2020 risk realised, now an issue.	09/10/2020	Closed
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	Horizon scanning. Review business continuity plans. Undertake a lessons learned exercise and retain knowledge within plans. Covid risk assessments, workforce and workplace. Public preventative social distancing measures maintained in busy areas within the borough. Enforcement Officers role in implementation of HSE measures in local businesses. Collaborative working with Public Health. 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 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. 23 June 2020 Public Health England Local Outbreak Planning/Plans for high risk areas and scenario/exercising of plans 20 August 2020 Head of Legal Services - development of a process within the Governance framework of the Council to trigger a 'local lockdown'. 22 September 2020 HM Government announce new Covid measures for England. 24 September 2020 All pubs, bars and restaurants restricted to table service only, all hospitality must close at 10pm. 28 September 2020 HM Government introduce new Covid rules for England as the number of Covid cases continue to climb.; rule of six; enhanced scope of use of face coverings in settings; curfew meaning all pubs, bars and restaurants must close by 10 p.m. every day. Further limits on wedding guests, fines for those who fail to self-isolate (starting at £1k up to £10,000 for repeat offences), fines for businesses who threaten self-isolating staff with redundancy if they are self-isolating and not coming back to work. Hospitality venues also legally required to collect track and trace information from customers. Staff who do not enforce social distancing or allow larger groups than six can be subject to fines. Office workers to work from home again if possible. Indoor adult sports restricted to groups of less than six; planned return of spectators to sports venues will not go ahead as planned from 01 October 2020. Penalties for not wearing a mask or gathering in groups of more than six increases to £200 on first offence. Retail staff and customers in indoor hospitality venues will also have to wear masks expected when seated to eat or drink. 15 October 2020 Greater London being managed as a single area, entered into the Covid Alert System initially at Tier 1 Medium and to Tier 2 High on 17 October 2020; likelihood that further responses will have some increase in a co-ordinated response across Greater London	Strategic Leadership Team	4	3	12	Keep risk under review	15/10/2020	Open
67	Health and Safety	there is a risk that infection controls are less effective if Pillar 2 fails - swab testing by the commercial sector	5	5	25	Review by the Results Investigation Team of the COVID-19 National testing programme.	Director of Public Health	5	4	20	Keep risk under review	12/10/2020	Open
68	Information Technology	there is a risk that a Cyber Attack may significantly affect the ongoing response.	5	5	25	Messaging by the Chief Digital Officer; Technical, Security and Management controls; Intelligence; Business Continuity. Gold training October 2020	Chief Information Officer Digital Services	4	5	20	Keep risk under review	15/10/2020	Open

COUNCIL RISK REGISTER – RESTART													
2. RESTART * background information includes reference to the HM Government Recovery Strategy May 2020			Inherent Risk				National responsible body/Council lead	Residual Risk				Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls		Likelihood	Impact	Score	Planned Controls		
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. 24 September 2020 HM Government announce a short term six month Job Support Scheme, the new emergency fund will commence 01 November 2020, the current furlough scheme comes to an end in October 2020. The chancellor also announced that businesses borrowing money through the HM Government loan scheme would be given more time to repay the money. VAT cut for hospitality and tourism companies will be extended until March 2021. The cut from 20% to 5% VAT came into force on 15 July 2020. 15 October 2020 Review of Recovery Programme themes, Gateway review, at Recovery Board. Implications are likely to be more severe as a consequence of a second wave and the introduction of new restrictions under the Covid Alert Tiers.	HM Treasury	4	4	16	Keep risk under review	15/10/2020	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 second or successive waves 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. 08 October 2020 Discussion on arts and theatres at Recovery Co-ordinating Group and the work of the Residents Commission. 15 October 2020 Review of Recovery Programme themes at Recovery Board. Implications are likely to be more severe as a consequence of a second wave and the introduction of new restrictions under the Covid Alert Tiers. Dedicated session on Economic Recovery being planned.	Department for Transport	3	4	12	Keep risk under review	15/10/2020	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	HM Government Incentive payments for hiring a new apprentice. 15 October 2020 Recovery Board Gateway review - Communications on internal opportunities planned.	Department for Work and Pensions	4	4	16	Keep risk under review	15/10/2020	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. 06 October 2020 LBHF - Building genuinely affordable homes - Springvale Estate.	Ministry of Housing, Communities & Local Government	4	4	16	Keep risk under review	15/10/2020	Open
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. September 2020 Regular Internet and e-mail (h&f engage) Ways of Working; Key Messaging on the Council's intranet and e-mail comms. Workforce monitor by People and Talent. 15 October 2020 Recovery Board. Further Internal communications update planned to follow the announcement that Greater London Councils are moving into Tier 2 of the Covid Alert System.	Chief Executive	3	3	9	Keep risk under review	15/10/2020	Open
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. October 2020 - Communications to providers regarding sourcing of own stock.	Director of Finance Assistant Director of Facilities Management	3	3	9	Keep risk under review	15/10/2020	Open

COUNCIL RISK REGISTER – RESTART													
2. RESTART * background information includes reference to the HM Government Recovery Strategy May 2020			Inherent Risk				National responsible body/Council lead	Residual Risk				Date reviewed	Risk Status Open/Closed
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls		Likelihood	Impact	Score	Planned Controls		
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. 21 September 2020 The Noise Nuisance Team - Recovery Board approval to return to some office working delivers and addresses concerns about the construction sectors impact on the local area since HM Governments lifting of restrictions to working hours.	Strategic Leadership Team	4	3	12	Keep risk under review	25/09/2020	Open
13	Customer/Client	there is a risk that the HM Government's proposals for retail businesses to re-open in 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. August 2020 Increased resources for Environmental Health Officers to assist in compliance checking. 30 September 2020 - Resilience meeting - Environmental Health Officer support to businesses and licence holders summarising requirements and changes to legislation. Additional support is being given to smaller outlets requiring the QR code to be displayed for the NHS App. being provided by the council's own h&f CAN and Shield team. Compliance checking is being undertaken. 08 October 2020 - HM Government announce limited funding for Covid Marshalls also to be split with the Police; £30m to be split to aid Environmental Health officers who do have enforcement powers to ensure businesses follow the restrictions. 09 October 2020 - Resilience Board - Environmental Health Team; letters and posters to businesses; support to businesses being visited; inspections where non-compliance is being reported; follow-ups undertaken. 14 October 2020 - Covid-19 Resilience Group updated on Environmental Health Officers activity. This includes reports of support given to retailer who have found the regulations difficult to interpret.	Strategic Leadership Team	4	3	12	Keep risk under review	15/10/2020	Open
15	Health and Safety	there is a risk that the HM Government's proposals for reduction/increase of lockdown restrictions and the speed of how regulations change, including new Covid Alert Tiers, 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 16 September 2020 - Cabinet Office virtual review of local arrangements 07 October 2020 - Resilience Group updated on recent management and control of local outbreaks undertaken by the Incident Management Team. 15 October 2020 - Risk now realised as HM Government has introduced a tiered and regional response. Some issues would be managed at a London regional level.	Strategic Leadership Team	4	3	12	Keep risk under review	15/10/2020	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 mutual assistance which is likely to include sustained financial support	5	4	20	Recovery Strategy, Horizon scanning, Humanitarian aid planning, Recovery Group Step up Plan for Second Wave; Greater London Regional response.	Head of Regulatory Services	3	4	12	Keep risk under review	15/10/2020	Open
2	Customer/ Client	there is an increased risk in meeting demands for services temporarily suspended or reduced during the COVID response.	5	4	20	Recovery Strategy, Horizon scanning, Recovery Group 15 October 2020 - Risks may become issues as HM Government announce Greater London is moving into Tier 2 High Covid Alert Level on 17 October 2020	Strategic Leadership Team	4	4	16	Keep risk under review	15/10/2020	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. 15 October 2020 - Recovery may pause or in some cases reverse as HM Government announce Greater London is moving into Tier 2 High Covid Alert Level on 17 October 2020	Facilities Management Soft and Hard Services, Assistant Director of People and Talent	3	3	9	Keep risk under review	15/10/2020	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 15 October 2020 Recovery Board Gateway review and Programme Highlight report, further research is being undertaken as part of the Economic Recovery; further complicated by the rise in infection rates across Greater London and also the introduction of Greater London Councils into Tier 2 Covid Alert High as a region.	Assistant Director for the Economy	3	4	12	Keep risk under review Re- Assigned to the Economy Department	15/10/2020	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 15 October 2020 Recovery Board Gateway review and Programme Highlight report, further research is being undertaken as part of the Economic Recovery	Strategic Director, The Economy Department	4	4	16	Keep risk under review	15/10/2020	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, Recovery Co-Ordinating 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. September 2020 New Ways of Working Guidelines introduced.	Strategic Leadership Team	3	3	9	Keep risk under review	15/10/2020	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. Existential risk.	4	3	12	Recovery Strategy, Recovery Group, Supply Chain resilience and continuity planning Creditsafe Covid-19 risk appraisal for the Council's suppliers requested and shared with the Corporate Procurement Team. Contracts Assurance Board and Chief Executive to consider proposals	Strategic Leadership Team	3	3	9	Keep risk under review	15/10/2020	Open
9	Human resources	There is a risk of staff burn out due to the focus, effort and energy committed by staff to the initial Covid-19 response and then a second surge or wave of local infections.	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 10 September 2020 Covid-19 dashboard monitor at Recovery Board. 15 September 2020 Amended risk description to reflect an emerging spike or second wave. 24 September 2020 SLT Assurance - Director of Audit, Fraud, Risk and Insurance asked to scope an assurance review on personnel resilience. 15 October 2020 Recovery Board Step Up plan.	Strategic Leadership Team and People and Talent	4	3	12	Keep risk under review	15/10/2020	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. 10 September 2020 priority based return for the workforce, Recovery Board and Departments will lead the response. 08 October 2020 Health and Safety Board - review of DSE (Display Screen Equipment) Risk Assessment system and proposals for their upgrade to a new software system; review of DSE Equipment provided to workers at home.	Leadership Forum and People and Talent	4	3	12	Keep risk under review	15/10/2020	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 08 October 2020 Reviewed progress of the Recovery at a Gateway review at Recovery Board.	Director of Covid-19	4	3	12	Keep risk under review	15/10/2020	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
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 24 September 2020 SLT Assurance - raised during the review of the performance dashboard and the possible shift from reliance on Agency provision to fte's. Risk mitigated through Resource Management Board reviews.	Strategic Leadership Team	4	3	12	Keep risk under review	15/10/2020	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	15/10/2020	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 16 September 2020 Libraries re-opening messaging on Social Media, clarity provided on changes, maintaining on-line library resources; limiting capacity to enable social distancing; newspapers and magazines can be accessed through on-line resources. 15 October 2020 Recovery Co-Ordination Group review of Communications approach as part of the Gateway Review	Head of Communications	3	3	9	Keep risk under review	20/10/2020	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 26 August 2020 Recovery Programme review; New Normal – continue to support 70% staff working from home Ways of Working – WOW staff guide and survey launched. Wellbeing Wednesdays. Recruiting and developing great people – H&F Earn Whilst You Learn Academy approved by SLT and the Leader and Cllr Connell. Joint working with economic development. Strategic lead interviews conducted. Workforce efficiencies – BI/Key Lines of Enquiry established to fast-track further agency reductions Equality, Diversity and Inclusion - Advertised 15 Get ahead opportunities for BAME staff working groups Leads and champions. Commitment to Race at Work Charter. 18 September 2020 4 day working week prototype launch. 20 October 2020 review of impacts discussed at Recovery Co-Ordination Group, Gateway review	Assistant Director for People and Talent	5	4	20	Keep opportunity under review	20/10/2020	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 Ref to Opportunity 1 and gains from Ways of Working Gateway review	Chief Officer, Public Realm	5	4	20	Keep opportunity under review	20/10/2020	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, Gateway review	Facilities Management	5	4	20	Keep opportunity under review	20/10/2020	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, Gateway review	Strategic Leadership Team, Chief Information Officer Digital Services	5	4	20	Keep opportunity under review	20/10/2020	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, Gateway review	Strategic Leadership Team	5	4	20	Keep opportunity under review	20/10/2020	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, Gateway review	Strategic Leadership Team	5	4	20	Keep opportunity under review	20/10/2020	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-	5	4	20	Recovery Strategy, Gateway review	Strategic Leadership Team	5	4	20	Keep opportunity under review - underway, report to SLT DB and NB	20/10/2020	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
		19 delivery of Council Services									The Economy Department working with DP in Finance (Commercial)		
8	Customer/ Client	there is an opportunity to utilise the h&f CAN volunteers in other areas and to review the current operating hours for the call centre	5	4	20	Mindful of a potential 2nd wave, we have maintained contact with the volunteers, planned and rehearsed any potential outbreak planning. This has included the stepping back up of shielding support and provision of food and support via volunteers. This has recently been commented on by the cabinet office at a site visit 16th September as "Impressive" planning. September 2020 h&f CAN/Shield staff supporting Local Contact Tracing calls.	Assistant Director for Housing Operations	5	4	20	Keep opportunity under review	20/10/2020	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.	Chief Information Officer Digital Services	5	4	20	Keep opportunity under review	20/10/2020	Open
COUNCIL RISK REGISTER – TEST AND TRACE			Closed now business as usual										

CORPORATE CONTINUITY													
4. 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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Chief Information Officer Digital Services	4	4	16	Keep risk under review Updated to reflect relationship to London Planning Updated to reflect Works at Hammersmith Town Hall; Disaster recovery plan to be reviewed.	21/10/2020	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 Information Officer Digital Services	4	4	16	Keep risk under review Disaster recovery plan to be reviewed.	21/10/2020	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	Information Asset Owner	4	4	12	Keep risk under review Updated to reflect Works at Hammersmith Town Hall Disaster recovery plan to be reviewed.	21/10/2020	Open
4	Economic/ Financial	risks associated with the exit of the EU with a No-Trade Deal	4	5	20	Business Continuity plan(s) London Chief Executives have asked Chief Executive of LB's Richmond and Wandsworth, to lead this work.	Director of Finance	4	4	16	Keep risk under review Amended to reference No Trade Deal	21/10/2020	Open
5	Human resources	risks associated with Workforce - Covid and Brexit Trade 'no deal'	5	5	25	Workforce plan-Vendor Neutral Agency Provider-'Business Continuity plan(s)-Outbreak Plan	Assistant Director of People and Talent Chief Officer Safer Neighbourhoods	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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Chief Officer Safer Neighbourhoods	3	4	12	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Head of Procurement and Contracts	3	4	12	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Assistant Director of Operations the Economy Department	3	4	12	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	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), Emergency Plan London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Assistant Director of Operations the Economy Department	3	4	12	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	Open
10	Legislative/ Regulatory	risks associated with ensuring completion of a successful election.	5	5	25	Elections Team-Elections Project Team-Business Continuity Planning. 21 September 2020 - Review of Canvassing. Technical Assurance Group and Head of Service. Conclusion that canvassing in the current scenario, increasing rates of infection, second wave, was not approved. Should the position change then the situation could be reviewed. 25 September 2020 Recovery Board supported the decision not to support door to door canvassing at this time.	Head of Electoral Services	2	4	8	Keep risk under review	22/09/2020	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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Director of Finance	2	4	8	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	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 15 September 2020 Outbreak plan walkthrough with Head of Service	Director of Resources	2	4	8	Keep risk under review	22/09/2020	Open
Community risks													
1	Economic/ Financial	risks associated with Brexit (No Free Trade agreement) and the impact on supplies, food, power and workforce.	5	5	25	Brexit Planning-Brexit Briefings-Communications-Status application support-Business Continuity Plans London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions. London Chief Executives have asked Chief Executive of LB's Richmond and Wandsworth, to lead this work.	Director of Finance	4	4	16	Keep risk under review Amended to better reference a no deal on Trade with the EU.	16/10/2020	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 - Standing Operating Procedures London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Strategic Leadership Team	4	4	16	Keep risk under review	16/10/2020	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 London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Community Safety Manager	4	4	16	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	Open
4	Customer/ Client	risks associated with Fire	4	5	20	CCTV-Fire Safety Measures-Property Design and Planning-LFB-Capital Works e.g. Installation of fire safety doors; Sprinkler Systems at Edward Woods Estate/Drake/Shackleton Courts London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions.	Community Safety Manager	2	4	8	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	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-SuDs London Resilience Planning / London Risk Advisory Group / National Security Risk Assessment / London Risk Register / London Risk Planning Assumptions. Support of London Recycles Repair Week offer on Laptop Fault and Fix Repair Service at 20% discount; Broken Furniture	Climate Strategy Lead	3	4	12	Keep risk under review Updated to reflect relationship to London Planning	16/10/2020	Open
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Corporate Health and Safety			Inherent Risk			Existing Controls	Senior Responsible Officers/Group	Residual Risk			Planned Controls	Date reviewed	Risk Status Open/Closed
5. CORPORATE CONTINUITY Lead Officer Head of Corporate Safety			Likelihood	Impact	Score			Likelihood	Impact	Score			
1	Health and Safety	risks associated with the management of corporate health and safety	5	5	25	Health and Safety Policy; Corporate Safety Team; Health and Safety Board; Operational Risk Register; Health and Safety Team Audit work; Individual Policies; Training; Reporting; Annual report to Audit and Pensions Committee;	Head of Corporate Safety	3	4	12	Keep risk under review	16/10/2020	Open

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	
Help				
Risk Description	Describe your risk in a language that articulates clearly what could go wrong or what opportunity could be achieved.			
Inherent Risk	First measure the risk as it stands, likelihood and impact, with no controls. This is known as the inherent risk.			
Residual Risk	Then measure the risk once you have identified the controls currently in place. This is known as the residual risk.			
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 should be the person best positioned to manage the identified 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			
Planned Controls	Where the Residual Risk remains higher than desired you must consider and apply further controls to improve the risk			

National policy developments timeline.

Since the last update to Executive Board, the government has taken several measures to respond to changing rates of infection across the country. This timeline does not detail every national development but covers some of the most significant. Full details of guidance and communications issued by the government can be found on the gov.uk website.

Date	Area
21 September	<ul style="list-style-type: none"> New £500 Isolation Support Payment announced for people on low incomes, meeting certain criteria, who can't work because they've tested positive or are asked to self-isolate by NHS Test and Trace. The UK Chief Medical Officers and Joint Biosecurity Centre recommended that the UK Covid-19 alert level moves from level 3 (COVID-19 epidemic is in general circulation) to level 4 (COVID-19 epidemic is in general circulation; transmission is high or rising exponentially).
22 September	<ul style="list-style-type: none"> An exemption to restrictions on household mixing introduced for areas of intervention, to allow for informal care of vulnerable adults and children under 14 as part of a consistent 'care bubble'. Prime Minister announced new national measures in response to increasing rates of Covid-19. People encouraged to work from home if possible. Indoor adult sport is no longer exempt from Rule of Six. The planned reopening of conferences, exhibition halls and large sporting events from 1 October is suspended.
23 September	<ul style="list-style-type: none"> The wearing of face coverings becomes mandatory for taxi and private hire customers; within hospitality venues except when seated; and for retail staff, with fixed penalties for breaches.
24 September	<ul style="list-style-type: none"> NHS Covid-19 app launched across England and Wales. Hospitality venues legally required to display the NHS QR code, ensure that no individual group larger than 6 enters the premises, and close at 10pm, and licensed premises can only offer table service, plus takeaway, which can continue beyond 10pm. Fines of £1000 for businesses that fail in these duties. The Chancellor unveils the Winter Economy Plan, including a Job Support Scheme to replace the furlough scheme from 1 November, and an extension to the Self-Employed Income Support Scheme. The new Jobs Support Scheme will start on the 1st November, replacing the Furlough Scheme, to cover nearly a quarter of workers' pay in 'viable' jobs for the next six months. A new 'Pay as you Grow' loan scheme will allow lenders to extend the length of Bounce Back Loans and Coronavirus Business Interruption Scheme Loans from 6 years to 10. These two schemes, and the Future Fund, have been extended until the end of November. The Self Employment Grant Support Scheme will also be extended with an initial taxable grant provided to those currently eligible for the Self-Employment Income Support Scheme and who are continuing to actively trade but face reduced demand.
28 September	<ul style="list-style-type: none"> A new legal duty to self-isolate came into force for people who test positive for Covid19 or come into contact with someone who has tested positive. Those who break the rules could be fined £1000, increasing to £10,000 for repeat offences. Maximum number of people who can attend a wedding ceremony or reception reduced from 30 to 15.
12 October	<ul style="list-style-type: none"> Three-tiered system for England announced. Simplified rules of Medium, High and Very High for all places across England.
13 October	<ul style="list-style-type: none"> Government announced £10 million Cold Weather Payment for councils to help to keep rough sleepers safe this winter. Additional £2 million will go to faith and community groups to help them support rough sleepers into accommodation.
22 October	<ul style="list-style-type: none"> Changes to the Job Support Scheme announced. The government will now fund 62% of the wages for hours not worked. This more than doubles the maximum payment to £1,541.75 a month. In the most generous case, the taxpayer will now go from funding 22% of wages to just under half. The scheme will, as before, be open to all small businesses and larger businesses that can show an impact on revenues