

## London Borough of Hammersmith & Fulham

**Report to:** Audit and Pensions Committee

**Date:** 15/03/2021

**Subject:** Risk Management

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

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### 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.

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### Recommendation

For the Committee to note and comment on the report.

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**Wards Affected:** None

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### H&F Priorities

<b>Our Priorities</b>	<b>Summary of how this report aligns to the H&amp;F Priorities</b>
• <b>Building shared prosperity</b>	<i>Good risk management helps to: maintain and promote the Council's reputation;</i>
• <b>Creating a compassionate council</b>	<i>is an enabling tool to help protect residents and staff including some of the most vulnerable in society;</i>
• <b>Doing things with local residents, not to them</b>	<i>place people, businesses and the wider community at the heart of everything we do;</i>
• <b>Being ruthlessly financially efficient</b>	<i>ensure robust financial and information management and supports internal control, opportunity and innovation;</i>
• <b>Taking pride in H&amp;F</b>	<i>protect valuable assets and the built and natural environment.</i>
• <b>Rising to the challenge of the climate and ecological emergency</b>	<i>enabling an approach to climate-sensitive decision making</i>

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## **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.

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## **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, experienced a surge of infections related to the Coronavirus outbreak, a Covid variant and were subsequently moved to tier 4, very high, of the government's coronavirus restrictions system joined by most of England on 31 December 2020. All primary schools were closed in London on 4 January 2021 following a HM Government U-turn on plans for some primary school children to return on 4 January 2021.
- 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. The standing corporate risks previously presented to the Committee have been revised expanding the reference to Safeguarding to include protecting people and young children, see 1.8.

- 1.6. The risk management arrangements take into consideration the National Risk Assessment (NRA), published by the Cabinet Office on 17 December 2020. The NRA captures the changing risk landscape affecting the UK and is also used to inform the more National Risk Register. The 2020 National Risk Register (NRR), issued 11 January 2021, sets out the range of risks and challenges faced which have the potential to cause significant disruption to the UK, and explains what the government and partners are doing to mitigate these risks and how we all can prepare for and respond to them.
- 1.7. The NRR provides information on the most significant risks that could occur in the next two years and which could have a wide range of impacts on the UK. The NRR also sets out what the UK government, devolved administrations and other partners are doing about them. This document is particularly useful to local emergency planners, resilience professionals and businesses, helping them to make decisions about which risks to plan for and what the consequences of these risks are likely to be.
- 1.8. This report therefore 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, protecting people and young children.
  - Council Resilience
  - Safeguarding adults
  - Financial Management (in-year and the medium term)
  - Health and Safety
  - Information management
  - Community Resilience
  - Climate change adaptation / mitigation
  - Major Cyber Incident
  - Coronavirus
- 1.9. 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 and how they relate to the Council's values.

### **Risk management 2020/21**

- 1.10. 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**

- 1.11. 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**

- 1.12. 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.
- 1.13. 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.
- 1.14. Appendix 2 provides a chronology of key HM Government measures implemented.

### **Risk overview and context.**

- 1.15. 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.
- 1.16. Since the last update to the Committee rates of transmission nationally and notably across Greater London surged, partly due to the introduction of a Covid variant also referred to as B117 and UK Covid variant. It is estimated to have first emerged in September 2020 during the pandemic here in the United Kingdom It was studied in November and it began to spread quickly by mid-December. It is correlated with a

significant increase in the rate of COVID-19 infections in the United Kingdom and across Greater London.

- 1.17. The Medicines and Healthcare products Regulatory Agency, (MHRA), was the first to approve the Oxford/AstraZeneca vaccine on 30 December 2020, meaning it is the second vaccine to enter the national rollout.
- 1.18. On 1 January 2021, the R number, the rate at which the virus is transmitted, is estimated to be between 1.1 and 1.3, but a study from Imperial College London suggested the new COVID strain may have actually increased the R number by between 0.4 and 0.7. On 02 January, batches of the Oxford/AstraZeneca vaccine began to arrive at hospitals throughout the UK in preparation for vaccination to begin on Monday 4 January 2021.
- 1.19. With rising infection rates and the UK entering a third national lockdown, it became apparent that additional marshal services, Covid patrols were required in order for the Council to fulfil its duties and ensure members of the public could safely abide by the 'Social Distancing' guidance in public areas. The Council has had to quickly and urgently respond and react to these changing needs and restrictions and to ensure the safety of H&F residents.
- 1.20. The Prime Minister announced further national measures on 5 January 2021, including once more advising people who can work from home to do so. At the same time the UK's chief medical officer recommend the COVID alert level is moved from level four to level five. Following this an England-wide advertising campaign launched on television, fronted by Chief Medical Officer Chris Whitty, urging people to stay at home and act as though they have COVID and an announcement that a third vaccine had received approval from the regulatory authority.
- 1.21. The Mayor of London declared a major incident following sharp increases in infection rates across Greater London. The announcement on 8 January 2021 came as the number of Covid-19 cases in London exceeded 1,000 per 100,000 putting immense pressure on the NHS. The Mayor took the decision as the formal Chair of the London Resilience Forum following discussions with leaders from NHS London, local authorities, Public Health England and the emergency services in the capital. A major incident can be defined as likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services the environment or national security. Major incidents have previously been called for the Grenfell Tower fire, terror attacks and the Croydon tram crash.
- 1.22. The roadmap for leaving lockdown, which was published on Monday 22 February, seeks to balance health, economic and social factors with the very latest epidemiological data and advice. Four steps for easing restrictions were outlined. Before proceeding to the next step, the government will examine the data to assess the impact of previous easements. This assessment will be based on four tests which are that:
  - The vaccine deployment programme continues successfully.
  - Evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated.

- Infection rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS.
  - Assessment of the risks is not fundamentally changed by new Variants of Concern.
- 1.23. The four tests were reported as being met so the first step will proceed from 8 March, at which point the top four priority cohorts for vaccinations will have received a degree of immunity, three weeks after being offered their first dose.
- 1.24. Due to the current, relatively uniform spread of the virus across the country, restrictions will be eased step-by-step across the whole of England at the same time.

### **Key Controls in place to manage the risk**

- 1.25. 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.
- 1.26. Key controls in place also include:
- Ensuring that all local children and young people can access schoolwork online and participate in remote learning during the national lockdown. 1,700 laptops and devices have been distributed whilst working with the London charity Ready Tech Go to connect unwanted devices to pupils that need kit to access school lessons.
  - Ongoing work of the Council's Environmental Health Officers and their support to help local businesses be Covid safe and complaint with changes to regulations.
  - Interpreting and responding to changes in regulations and guidance issued by HM Government at pace as illustrated in Appendix 2 of this report.
  - 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 clear communications with NHS colleagues and Public Health throughout the course of the roll-out of the vaccines.
  - Responding to on-line and telephony fraud attempts (financial and vaccinations), informing staff and raising awareness of scams.
  - Responding to the impacts of Covid-19, the challenges ahead using data analytics.

- Helping local businesses to boost their on-line presence during the current lockdown with virtual workshops and digital marketing support.
- The Council's Strategic Leadership Team have received regular reports setting out details of the Council's ongoing actions to respond to the Coronavirus Pandemic through the second wave response but also the Covid variant.
- Continuity of vitally important commissioned services for example; Specialist domestic abuse refuge accommodation; Violence Amongst Women and Girls Services; Rough Sleeper Services.
- Maintaining communications with the workforce through h&f engage, e-mail, twitter and through cascading messages.
- As a response to the outbreak of the COVID-19 Pandemic, the Government implemented a series of instructions relating to how far apart people should be when they are outside their home. These are collectively known as 'Social Distancing'. Since these restrictions were first implemented Hammersmith & Fulham Council has taken a number of measures to support and facilitate compliance, including briefly closing all the parks and bringing in additional patrol services in order that the Council could fulfil its duty to ensure those using the parks and open spaces abided by the 'Social Distancing' guidance.
- In addition, facilitating the set up of three rapid testing centres for local workers and residents and maintaining high levels of visitor's customer experience.
- Opening up of the Bagleys Lane depot as a rapid testing facility.
- The Council's continued ability to quickly assemble officers to deal with a major disruption event alongside partner organisations continues to demonstrate remarkable resilience.
- The Department for Education (DfE) opened a national voucher scheme for the provision of vouchers to families with children eligible for Free School Meals on 18 January. Current DfE guidance is that this will not cover the February half-term holidays and that this support should be covered through the COVID Winter Grant Funding. Supermarket vouchers were purchased by LBHF for schools to distribute to families during the February half-term.
- 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 Wellbeing Wednesday sessions.

1.27. 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**

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

## Conclusions

- 1.29. 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 risks.

1. Corporate and ongoing Covid response;
2. Restart;
3. Recovery and Opportunity;
4. Corporate Continuity & Community and;
5. Corporate Health and Safety.
6. New, refresh of end of EU Transition issues.

Appendix 2 - List of national policy developments.

### Key to the risk register in Appendix 1:

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	

## Corporate risk register

1. CORPORATE COVID and ONGOING RESPONSE			Inherent Risk			Controls from 01 January 2021	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			
13	Social	management of further widespread infection across the community.	5	5	<b>25</b> 	01 January 2021 LBHF rapid test sites set up at The Sands End Arts and Community Centre, Fulham, Council Offices at 145 King Street, Hammersmith and Shepherds Bush Library, Wood Lane Shepherds Bush. New communications include the Stop Covid and get tested mobile van to promote the rapid tests. '04 January 2021 HM Government announce a further national lockdown, closure of schools and a stay at home instruction to save lives and protect the NHS. Infection rates have risen sharply putting pressure on hospitals as admission rates increased. 05 January 2021 Mayor of London declares a Major Incident in Greater London adding that the hospitals in the Capital are stretched. LBHF previously ramped up resources to Test and Trace contact staff with a redeployment of some Libraries staff. This was done swiftly and with rapid set up from Digital Services. There have been positive messaging on Social Media platforms on the experience of the LBHF local testing centres and their efficiency. 11 January 2021 Excel Centre opens as a mass vaccination centre. 19 January 2021 LBHF facilitate the opening of a rapid test facility at Holy Innocents Church in Brackenbury Village 19 January 2021 LBHF facilitate the opening of a new walk-in Covid-19 testing centre at Our Lady of Fatima Church in White City.	Gold group; Strategic Leadership Team Director of Public Health Director of Covid-19	5	4	<b>20</b> 	Keep risk under review * revised to note national lockdown and declaration of a Major incident by the Mayor of London, as a result the likelihood has increased to a very high rating.	21/01/2021	Open
18	Economic/ Financial	impact on the local economy and businesses	5	5	<b>25</b> 	05 January 2021 HM Treasury announce £4.6 Billion in new lockdown grants to support businesses and protect jobs. Businesses in the retail, hospitality and leisure sectors are to receive a one-off grant worth up to £9k. 08 January 2021 Refreshed Social Media message for local business food delivery services in the h&f Food Guide. 18 January 2021 Business grants update on Social Media platforms providing the latest information on Grants that business can apply for now, upcoming grants and payments. 21 January 2021 Rapid test sites in W12, W6 and SW6	Strategic Director for the Economy, Director of Finance	5	4	<b>20</b> 	Keep risk under review 02 Nov 2020 Risk likelihood and impact raised following HM Government announced 2nd Lockdown 31 Oct 2020 and Progress report to The Economy, Housing and the Arts Policy and Accountability Committee.	25/01/2021	Open
25	Social	impact on security of council tenants, private renters and homeowners.	5	5	<b>25</b> 	08 January 2021 HM Government funding to help accommodate all those currently sleeping rough and ensure that they are swiftly registered with a GP where they are not already. Measures are to aid in contacting individuals to receive vaccinations in line with priority groups outlined by the Joint Committee on Vaccination and Immunisation (JCVI)  Renters will continue to be supported with an extension to the ban on bailiff evictions for at least six weeks until at least 21 February 2021 with measures kept under review by MHCLG. Courts will continue to prioritise cases, such as those involving anti-social behaviour, illegal occupation and perpetrators of domestic violence. Landlords continue to be required to give 6 month notice period to tenants until at least 31 March 2021 expect in the most serious circumstances.	Assistant Director of Residents Services, Strategic Director for the Economy	5	3	<b>15</b> 	Keep risk under review	05/01/2021	Open
30	Health and Safety	maintaining regulatory gas inspections during a period where residents are self-isolating or not responding to appointments	5	5	<b>25</b> 	20/01/2021 January 2021 SLT briefing on position - Housing Compliance Briefing note to the Cabinet Member for Housing.	Interim Strategic Director for the Economy Department	3	3	<b>9</b> 	Keep risk under review	21/01/2021	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	<b>25</b> 	27 January 2021 Ongoing monitoring and review at Contracts Assurance Board	Head of Procurement and Contracts	4	3	<b>12</b> 	Keep risk under review	27/01/2021	Open
37	Social	prevention of social unrest and crime and disorder.	5	5	<b>25</b> 	09 January 2021 Social Media messaging urging residents and visitors to use parks and open spaces safely, keeping a safe distance and limiting exercise to once a day and avoiding extremely busy areas such as Riverside Walk in Hammersmith. Message being communicated with others such as the Wendell Park Gardening friends 10 January 2021 Messaging repeated.	Assistant Director Safer Neighbourhoods	3	4	<b>12</b> 	Keep risk under review	22/12/2020	Open
44	Economic/ Financial	COVID financing during the ongoing crisis and then recovery	5	5	<b>25</b> 	27 January 2021 Ongoing monitoring and review within Corporate Revenue and Capital Monitor reports.	Director of Finance	4	4	<b>16</b> 	Keep risk under review	27/01/2021	Open

48	Social	maintaining (non-financial) support for families and the community during the crisis	5	5	25 	08 January 2021 LBHF work with London charity Ready Tech Go to connect unwanted devices to pupils that need kit to help access school lessons. 16 January 2021 Joint promotion of the H&F Winter Covid Fund grants with United in Hammersmith and Fulham to support vulnerable people with their mental health and tackling loneliness and isolation. 20 January 2021 the LBHF Track and Trace Service continue to respond to calls and e-mail requests where Officers provide information on accessing foodbanks, Volunteer offers, testing centres, isolation payments, Covid compliance concerns and local track and trace information managed through the Environmental Health Team.	Chief Executive Family Services, Strategic Director of Children's Services, Strategic Director of Social Care	3	3	9 	Keep risk under review	21/01/2021	Open
51	Health and Safety	emerging requirements for residents in Care Homes and any potential exposure to COVID.	5	5	25 	'Ongoing monitoring at SLT, Covid-19 Board and Resilience Group meetings (high risk settings).	Strategic Director Social Care, Director of Public Health, Director of Covid-19	3	4	12 	Keep risk under review *amended to note LBHF as a leader in introducing lateral flow testing as a route to enabling Care visits.	27/01/2021	Open
55	Partnership	there is a risk that suppliers are affected by either significant demands in the service or drops due to social isolation and they may struggle as a result.	4	3	12 	Ongoing monitoring of commissioned and procured services in departments also at Contracts and Assurance Board.	Strategic Leadership Team	4	3	12 	Keep risk under review	03/12/2020	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 	21 January 2021 indications are that Ofsted may re-start on-line assessments.	Strategic Leadership Team	3	3	9 	Keep risk under review. Updated to reflect the reports to Children and Education Policy and Accountability Committee; Ofsted Inspection of Children's Services Children's Services Inspection Frameworks	21/11/2021	Open
57	Economic/Financial	there is a risk that there may be some spike in insurance claims following the initial response.	4	3	12 	Ongoing monitoring of any emerging trends or patterns through the Shared Insurance Service.	Director of Audit Risk Fraud and Insurances	3	3	9 	Keep risk under review	27/01/2021	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 	21 January 2021 discussed at Covid-19 Board, there were some indications of contractors reporting increased levels of sickness that may inevitably impact upon the delivery of contracted services. Situation to be closely monitored.	Gold group Covid-19 Board	4	3	12 	Keep risk under review	21/01/2021	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 	20 January 2021 LBHF Contracts Assurance Board approval to continuity request for the DVAWG provision. 22 January 2021 the Winter Wellbeing Fund set up by the Council and administered by local charity UNITED in h&f award to the Violence Intervention Project (VIP) set up in 2017 to steer young people away from violence.	Strategic Director of Social Care, Strategic Director of the Environment	3	3	9 	Keep risk under review	25/01/2021	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 	08/01/2021 Concerns regarding location of testing centre, briefing note to Covid-19 Board. Corporate Health and Safety verification of separation of areas; layout and adherence to the Standing Operating Procedures to which we are bound.	Assistant Director Transformation, Talent and Inclusion	3	3	9 	Keep risk under review Updated Place risk to Service risk	08/01/2020	Open
66	Health and Safety	there is a risk that lockdown will be localised to areas within or around to the borough being quarantined that will require focussed support (housing estates, care homes, schools, offices or shops). This includes moving between Tiers set by national government.	5	5	25 	'Ongoing monitoring of the local infection levels at Covid-19 Board meetings through BI data analysis.	Strategic Leadership Team	4	3	12 	Keep risk under review * amended risk description to include moving between Tiers set by HM Government for the Greater London area.	27/01/2021	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 	Ongoing monitoring of commercial sector.	Director of Public Health	5	4	20 	Keep risk under review	27/01/2021	Open
68	Information Technology	there is a risk that a Cyber Attack may significantly affect the ongoing response.	5	5	25 	27 January 2021 Ongoing monitoring of threat levels and scams. Raising awareness and communications to Officers. * Reference to the National Risk Assessment and Risk Register issued through Covid 19 Board January 2021.	Chief Digital Officer	4	5	20 	Keep risk under review	27/01/2021	Open

2. RE-START * Risks or Issues to be aware of in any re-starting of the wider economy and or social or other sectors			Inherent Risk										
Ref No.	Class	There is a risk of..”	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
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	<b>20</b> 	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. 30 October 2020 Extension of the Job Support Scheme by HM Treasury, combined with the Job Retention Bonus (JRB), the Job Support Scheme (JSS) will cover at least 95% of the total employment costs for average previously furloughed employee until February 21. Firms who retain staff that have been previously furloughed until the end of January 2021 will also receive a £1,000 per eligible employee payment under the JRB. Universal Credit and JSS combine as a suite of measures to support businesses and livelihoods during winter. 02 November 2020 HM Treasury increase support to the self-employed through the Income Support Scheme (SEISS) with people receiving 80% of average trading profits for November. More businesses will be able to benefit from HM Government loan schemes which have been extended to the end of January.	HM Treasury	4	4	<b>16</b> 	Keep risk under review	27/01/2021	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	<b>20</b> 	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	<b>12</b> 	Keep risk under review	27/01/2021	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	<b>20</b> 	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	<b>16</b> 	Keep risk under review	27/01/2021	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	<b>20</b> 	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	<b>16</b> 	Keep risk under review	27/01/2021	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	<b>16</b> 	Chief Executive messaging through h&f engage to all staff undertaken in advance of any expected announcement ahead of the Victory in Europe Bank Holiday. The majority of staff will continue to work agilely at home with only essential staff working in H&F either in our buildings or directly providing services to our residents. 22 June 2020 Recovery Board and h&f Engage messages provide an updated status on home and office working. August 2020 All services planning to return should be departmentally led and proposals outlined at Recovery Board.	Chief Executive	3	3	<b>9</b> 	Keep risk under review	27/01/2021	Open

2. RE-START * Risks or Issues to be aware of in any re-starting of the wider economy and or social or other sectors			Inherent Risk											
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed	
						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 Transformation, Talent and Inclusion. 15 October 2020 Recovery Board. Further Internal communications update planned following the announcement that Greater London Councils are moving into Tier 2 of the Covid Alert System. 31 October 2020 Second National Lockdown announced by HM Government due to surges in infection rates commencing 05 November 2020 restrictions to businesses and business that are required to be closed are available on the HM Government website. 27 November 2020 Ways of Working 2 guidance issued. Expansion of sections include; an update from the Chief Executive; The NHS app.; What to do if there's an Outbreak of Covid-19; iConnectYou the Welfare at Work app.; Becoming a Dementia Friend; Flu jabs; Safety Incident reporting; Health and Safety responders; Starters and Leavers; Desk-Smart booking system and Confidential Waste control.								
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	27/01/2021	Closed	
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	27/01/2021	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. 11 December 2020 - Covid-19 Resilience Group updated on Environmental Health Officers activity. This includes the introduction of new enforcement delegated powers to issue notices and closing businesses who are repeatedly not adhering to Covid safe regulations or failing to implement improvement recommendations. The council continues to act where the public tell us where there are complaints about poor practice or lack of measures being seen. 11 January 2021 - Continuing work of the council's Enforcement and Compliance Teams to ensure that businesses are operating within the applicable regulations at this time.	Strategic Leadership Team	4	3	12 	Keep risk under review	27/01/2021	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	27/01/2021	Open	

3. RECOVERY S.R.O. Strategic Director for the Economy			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
1	Social	there is an increased risk in meeting mutual assistance which is likely to include sustained financial support	5	4	<b>20</b> 	Recovery Strategy, Horizon scanning, Humanitarian aid planning, Recovery Group Step up Plan for Second or successive Waves; Greater London Regional response. HM Government Grants. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Head of Regulatory Services Director of Covid	5	4	<b>20</b> 	Keep risk under review * Description amended to reference successive waves * Acknowledge ment of Greater London Calls in response to the Tier 4 announcement and response and likelihood increased to very high.	19/01/2021	Open
2	Customer/ Client	there is an increased risk in meeting demands for services temporarily suspended or reduced during the COVID response.	5	4	<b>20</b> 	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 14 December 2020 - HM Government announce Greater London is moving into Tier 3 Very High Alert Level on 16 December 2020. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Leadership Team	4	4	<b>16</b> 	Keep risk under review	19/01/2021	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	<b>16</b> 	Facilities management and Transformation, Talent and Inclusion workplace and workforce planning, risk assessment. Recovery Group. Ways of Working and Version 2 made available. 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. 14 December 2020 - HM Government announce Greater London is moving into Tier 3 Very High Alert Level on 16 December 2020. 15 December 2020 - Updated and improved the intranet Staff Zone and have re-named it Virtual Communities to reflect that many of our interactions are now virtual and to keep up the sense of community between staff. Connect with the borough through the staff magazine, Officers stay updated with departmental messages, share on Yammer, or join staff on the H&F Way or Race and Equality working groups. 04 January 2021 - another national lockdown is announced in England re-stating the stay at home message. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Facilities Management Soft and Hard Services, Assistant Director of Transformation, Talent and Inclusion	3	3	<b>9</b> 	Keep risk under review	19/01/2021	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	<b>16</b> 	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. 14 October 2020 Report to The Economy, Housing and the Arts Policy and Accountability Committee, progress on support for local businesses during the Covid-19 pandemic. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Assistant Director for the Economy	3	4	<b>12</b> 	Keep risk under review Re- Assigned to the Economy Department	19/01/2021	Open
5	Political/ Policy	There is a risk to employment and businesses in the hospitality and travel sector	4	4	<b>16</b> 	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; The h&f Business Network is administered by Members of the Hammersmith and Fulham Business Support team and is chaired by the Borough Business Champion, Cllr Vincent. The group work collaboratively throughout the pandemic to deliver outcomes that support and facilitate economic recovery, business retention and town centre/high street resilience. Business support services team responding to phone call and e-mail enquiries, production of an h&f Food guide distributed and promoted across all council digital media along with hard copies to residents to encourage otherwise static food businesses to increase their take-away delivery service. Supporting North End Road Markets opening within social distancing guidelines whilst also delivering PPE and hand-sanitiser to traders. The h&f Enterprise Club open to residents and businesses offered their free service including access to training and seminars, accounting, marketing and networking with fellow local entrepreneurs. Free 1-2-1 business advice clinics offered guidance and support on opening a business to marketing strategies. Additional work to promote safe shopping in the borough included the Shop Local, Shop Safe campaign, an accompanying video produced by h&f Circles celebrating buying local. Our Space is Your Space was introduced to enable hospitality business to extend their floorspace outdoors using public highways and space. Agreements were struck with organisations to provide informal support on business tenancy support and how to access HM Government backed schemes. The food market at Lyric Square was reinvented through a scaled back basis with increased trading operating on Wednesdays on a temporary basis to allow all traders to operate trading once a week. Planning for a safe Christmas and return to shopping will be updated following the second Covid wave and November lockdown. 02 December 2020 Local Restrictions Support Grant - supports businesses that have been severely impacted due to temporary local restrictions. Greater London will enter Tier 3 due to increasing infection rates on 16 December 2020. Funding can be targeted towards hospitality, hotel, bed and breakfast and leisure businesses. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Director The Economy Department	4	4	<b>16</b> 	Keep risk under review	19/01/2021	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	<b>12</b> 	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.	Strategic Leadership Team	3	3	<b>9</b> 	Keep risk under review	19/01/2021	Open

3. RECOVERY S.R.O. Strategic Director for the Economy			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
						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. 27 November 2020 Ways of Working 2 guidance issued. Expansion of sections include; an update from the Chief Executive; The NHS app.; What to do if there's an Outbreak of Covid-19; iConnectYou the Welfare at Work app.; Becoming a Dementia Friend; Flu jabs; Safety Incident reporting; Health and Safety responders; Starters and Leavers; Desk-Smart booking system and Confidential Waste control. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.							
7	Human resources	There is a risk that some businesses that trade with the Council or provide a service are not able to continue due to financial pressures that provide a key service to the Council. Existential risk.	4	3	<b>12</b> 	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 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Leadership Team	3	3	<b>9</b> 	Keep risk under review	19/01/2021	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	<b>16</b> 	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 Transformation, Talent and Inclusion 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 Transformation, Talent and Inclusion 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. 11 December 2020 Review of workforce absences at Covid-19 Resilience Group indicates a very low level of reported sickness and highly resilient workforce. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Leadership Team and Transformation, Talent and Inclusion	4	3	<b>12</b> 	Keep risk under review	19/01/2021	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	<b>16</b> 	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 Transformation, Talent and Inclusion 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. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Leadership Forum and Transformation, Talent and Inclusion	4	3	<b>12</b> 	Keep risk under review	19/01/2021	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	<b>16</b> 	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. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Director of Covid-19	4	3	<b>12</b> 	Keep risk under review	19/01/2021	Open
12	Human resources	Workforce gaps from loss of staff and agency reduction	4	4	<b>16</b> 	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. 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Leadership Team	4	3	<b>12</b> 	Keep risk under review	19/01/2021	Open
13	Partnership	Deterioration in partner relationships leads to loss of confidence in Council and partners overwhelmed/ fatigued/ unclear of their role	4	4	<b>16</b> 	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 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Strategic Leadership Team	4	3	<b>12</b> 	Keep risk under review	19/01/2021	Open
14	Customer/ Client	Failure to consistently communicate and engage with residents on recovery plans	4	4	<b>16</b> 	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. 20 October 2020 Recovery Co-Ordination Group review of Communications approach as part of the Gateway Review 19 January 2021 - Recovery Co-ordination Group meeting review of approach.	Head of Communications	3	3	<b>9</b> 	Keep risk under review	19/01/2021	Open

OPPORTUNITY													
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
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-19 delivery of Council Services	5	4	20 	Recovery Strategy, Gateway review	Strategic Leadership Team	5	4	20 	Keep opportunity under review - underway, report to SLT DB and NB The Economy Department working with DP in Finance (Commercial)	20/10/2020	Open
8	Customer/ Client	there is an opportunity to utilise the h&f CAN volunteers in other areas and also to review the current operating hours for the call centre	5	4	20 	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. Gateway review	Assistant Director for Housing Operations	5	4	20 	Keep opportunity under review	25/01/2021	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. Gateway review	Chief Information Officer Digital Services	5	4	20 	Keep opportunity under review	20/10/2020	Open

4. CORPORATE CONTINUITY Lead Officer, Business Continuity Manager			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	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	<b>25</b> 	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. Civic Campus Programme notes significant de-risking in December 2020 with planned moves away from the Town Hall complete.	Chief Information Officer Digital Services	3	4	<b>12</b> 	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.	22/12/2020	Open
2	Technological	risks associated with the failure of the IT Network, Cyber-attack (e.g. total or partial loss of data)	5	5	<b>25</b> 	User training and guidance-Firewalls-Backups-Insurances-Business Continuity plan(s)-Disaster recovery plan-Service Resilience Group 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapter on Malicious attacks).	Chief Information Officer Digital Services	4	4	<b>16</b> 	Keep risk under review and National Risk Register Disaster recovery plan to be reviewed.	25/01/2021	Open
3	Technological	risks associated with loss of a major IT system	5	5	<b>25</b> 	Business Continuity plan(s)-Contractual obligations of the provider-periodic credit reviews-contract management-emergency procurement-	Information Asset Owner	4	4	<b>16</b> 	Keep risk under review Updated to reflect Works at Hammersmith Town Hall Disaster recovery plan to be reviewed.	10/12/2020	Open
4	Economic/ Financial	risks associated with the exit of the EU with a No-Trade Deal	4	5	<b>20</b> 	Business Continuity plan(s) London Chief Executives have asked Chief Executive of LB's Richmond and Wandsworth, to lead this work. London Resilience reporting.	Director of Finance	4	4	<b>16</b> 	Keep risk under review Amended to reference No Trade Deal	22/12/2020	Closed
5	Human resources	risks associated with Workforce - Covid and changes following Brexit.	5	5	<b>25</b> 	Workforce plan-Vendor Neutral Agency Provider-Business Continuity plan(s)-Outbreak Plan London Resilience reporting.	Assistant Director of Transformation, Talent and Inclusion	3	4	<b>12</b> 	Keep risk under review *amended risk description following the signing of a Trade Deal with the EU	25/01/2020	Open
6	Environmental	risks associated with Terrorism or Explosion in the local area	5	5	<b>25</b> 	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. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapter on Malicious attacks and Major accidents). 25 January 2021 MI5 The threat to the UK (England, Wales, Scotland and Northern Ireland) from terrorism is SEVERE. SEVERE means an attack is highly likely.	Chief Officer Safer Neighbourhoods	3	4	<b>12</b> 	Keep risk under review Updated to reflect relationship to London Planning and National Risk Register	25/01/2020	Open
7	Customer/ Client	risks associated with loss of a significant supplier (non-IT)	5	5	<b>25</b> 	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	<b>12</b> 	Keep risk under review Updated to reflect relationship to London Planning	10/12/2020	Open
8	Energy or Fuel	risks associated with loss of Utilities (Power, Gas, Water)	5	5	<b>25</b> 	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. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapters on, Major accidents and Malicious attacks).	Assistant Director of Operations, The Economy Department	3	4	<b>12</b> 	Keep risk under review Updated to reflect relationship to London Planning	10/12/2020	Open

4. CORPORATE CONTINUITY Lead Officer, Business Continuity Manager			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
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. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapters on Environmental hazards, Major accidents and Malicious attacks).	Assistant Director of Operations, The Economy Department	3	4	12	Keep risk under review Updated to reflect relationship to London Planning and National Risk Register	22/01/2021	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. 21 January 2021 notice of election project team planning sessions, commencing in February 2021.	Head of Electoral Services	2	4	8	Keep risk under review	22/01/2021	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	10/12/2020	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	10/12/2020	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 10 December 2020 Covid-19 Board review of Mortuary spaces indicates that there are no significant matters. 21 December 2020 Westminster continue to track the case levels and deaths across Greater London, and factor them into mortality management planning 21 January 2021 position reviewed at Covid-19 Board, mortuary place demands have increased but extra capacity has been factored into the mortality management planning for Greater London.	Director of Resources	2	4	8	Keep risk under review	21/01/2021	Open
<b>COMMUNITY</b>													
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
1	Economic/Financial	risks associated with Brexit 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. 02 December 2020 Discussed at SLT - DMT's briefings on issues noted by London Resilience - 11 December 2020 Finance (Resources via e-mail); Environment 15 December 2020; Social Care 16 December 2020 21 December 2020 PM (Lead Chief Executive) joined the SR CEs meeting yesterday as Brexit GOLD and updated the position on current risks and mitigations. PM noted that many of the issues are from the end of the transition period (whatever the outcome of government negotiations) will not be cliff-edge ones, but rather grow steadily over time.	Director of Finance	3	4	12	Keep risk under review * likelihood of risk reduced by 1 due to the Trade deal agreement There may be medium term impacts realised once the detail of the deal is clarified and tested.	11/01/2021	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. Winter Programme - Food Planning. 21 January 2021 Director of Public Health held a special session recently exploring how we are using English language learning apps, working with Somali parents about childhood vaccinations and COVID-19 vaccines, and getting people from under-served groups into careers and jobs, all in an effort to tackle disproportionality in COVID-19. The BAME Inequalities Working Group aims to meaningfully address health inequalities in H&F by implementing the recommendations set out in Beyond the data: Understanding the impact of COVID-19 on BAME Groups. Improvements to address health inequalities can be made across all areas of public life so we want to encourage people from a variety of different disciplines to get involved. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapter on Human and Animal health, Case Study).	Strategic Leadership Team	5	4	20	Keep risk under review *likelihood increased due to sharp escalation in transmission rate and declaration of a major incident by the Mayor of London. Updated to also reflect relationship to London Planning and National Risk Register	22/01/2021	Open

4. CORPORATE CONTINUITY Lead Officer, Business Continuity Manager			Inherent Risk			Residual Risk							
Ref No.	Class	There is a risk of.."	Likelihood	Impact	Score	Controls	Senior Responsible Officers/Group	Likelihood	Impact	Score	Planned Controls	Date reviewed	Risk Status Open/Closed
3	Customer/Client	risks associated with Terrorism or Hostile Vehicle attack in the local area	4	5	<b>20</b> 	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. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapter on Malicious attacks).	Community Safety Manager	4	4	<b>20</b> 	Keep risk under review Updated to reflect relationship to London Planning and National Risk Register	22/01/2021	Open
4	Customer/Client	risks associated with Fire	4	5	<b>20</b> 	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. 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment, (refer to the chapter on Major accidents).	Community Safety Manager	2	4	<b>8</b> 	Keep risk under review Updated to reflect relationship to London Planning and National Risk Register	22/01/2021	Open
5	Customer/Client	risks associated with Climate Change (heat, flood, cold, wind)	4	5	<b>20</b> 	Declaration of a Climate Change Emergency-Residents Commission-Air Quality Monitoring-Traffic controls and Initiatives-SuDs LBHF Residents led Climate and Ecological Emergency Commission and declaration of a climate emergency on 17 July 2019. 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 11 January 2021 HM Government National Risk Register based on the National Security Risk Assessment ,(refer to the chapter on Environmental Hazards). 21 January 2021 Development of a refreshed Housing Strategy and linked strategies e.g. Homelessness and Rough Sleeping.	Climate Strategy Lead	3	4	<b>12</b> 	Keep risk under review Updated to reflect relationship to London Planning and National Risk Register	22/01/2021	Open
6	Social	risks associated with a surge in numbers exiting Hong Kong due to the political regime. There are 5.5 million residents that will be eligible for BNO status. MHCLG expect 200,000 people to arrive in first 12 months (Feb 2021 – Jan 2022) as part of a managed economic migration. Under a surge migration scenario, up to 40,000 people could arrive per month, with two weeks' notice of this influx.	4	4	<b>16</b> 	MHCLG - more detailed planning assumptions expected to follow shortly * advised by CE Merton. People will not be required to quarantine when arriving in the UK (this is subject to change as intelligence indicates an increase in cases in Hong Kong similar to the UK which could change travel restrictions). A new sub-group of the SCG is being set up by FT and will meet to consider the implications for London. 07 January 2021 Update from MHCLG to Director of Covid and Strategic Director for the Economy.	Strategic Leadership Team	3	4	<b>12</b> 	Keep risk under review Updated to reflect relationship to London Planning	22/01/2021	Open
7	Social	risks associated with a block at the UK Ports and impacts to supplies including food and perishables.	5	4	<b>20</b> 	HM Government and Kent CC contingency planning	Cabinet Office and HM Government Departments	2	4	<b>8</b> 	Keep risk under review Updated to reflect relationship to London and Kent CC Contingency Planning * Likelihood diminished following initial closing and re-opening of ports.	11/01/2021	Open
<b>5. CORPORATE HEALTH AND SAFETY, Lead Officer - Head of Corporate Safety</b>													
Ref No.	Class	There is a risk of..'	Likelihood	Impact	Score	Existing Controls	Risk Owner	Likelihood	Impact	Score			
1	Health and Safety	risks associated with the management of corporate health and safety	5	5	<b>25</b> 	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	<b>12</b> 	Keep risk under review	11/01/2021	Open

6. END OF THE EU TRANSITION ISSUES, S.R.O. Director of Finance													
Ref No.	Class	Issue	Level of concern	Impact	Score	Controls	Issue Primary Owner	Concern level - treated	Impact	Score			
1	Economic/ Financial	Lack of clarity on the WTO Tariff's applied if we do not have a Trade deal agreed with the EU. This could be wide ranging, food supplies, fuel, construction materials etc and impact on a council's ability to forecast inflation. Suppliers could try to pass on additional costs.	5	5	<b>25</b> 	11 December 2020 Discussed at Finance DMT Issue brought to the attention of EP Officers for onward communication through to London Resilience. 06 January 2021 Briefing provided at SLT Assurance.	Director of Finance	3	4	<b>12</b> 	Keep issue under review. 11 January 2021* Immediate issue has diminished with the Trade Deal so likelihood reduced however medium term issues may exist as the detail of the deal is fully realised.	11/01/2021	Closed
2	Economic/ Financial	Impact on unemployment; businesses already squeezed by pressures from the Covid Pandemic may not survive due to the significant barriers and additional bureaucracy of trading.	5	5	<b>25</b> 	11 December 2020 Discussed at Finance DMT Issue brought to the attention of EP Officers for onward communication through to London Resilience. 06 January 2021 Briefing provided at SLT Assurance.	Director of Finance	4	4	<b>16</b> 	Keep issue under review	11/01/2021	Open
3	Legislative/ Regulatory	Impact on in-flight procurement, delays as new markets are as yet unclear.	5	5	<b>25</b> 	11 December 2020 Discussed at Finance DMT Issue brought to the attention of EP Officers for onward communication through to London Resilience. 15 December 2020 Issue discussed at Contracts Assurance Board. Awaiting HM Government guidance on future plans for procurement after EU Transition. 15 December 2020 The Cabinet Office has published a green paper consultation on a new procurement regime to replace the current system of regulations established under the UK's membership of the European Union. HM Government Green Paper. The government proposes a single, uniform, set of rules for all contract awards, with sector-specific sections in areas such as defence or utilities. 16 December 2020 Briefing to LBHF Contract Managers facilitated by Sharpe Pritchard. 06 January 2021 Sharpe Pritchard briefing at Contracts Assurance Board. 06 January 2021 Briefing provided at SLT Assurance.	Director of Resources	3	4	<b>12</b> 	Keep issue under review	11/01/2021	Open
4	Economic/ Financial	Impact on the financial market; the value of the £ and Interest rates.	5	5	<b>25</b> 	11 December 2020 Discussed at Finance DMT Issue brought to the attention of EP Officers for onward communication through to London Resilience. 06 January 2021 Briefing provided at SLT Assurance.	Director of Finance	3	4	<b>12</b> 	Keep issue under review 11 January 2021* Immediate issue has diminished with the Trade Deal so likelihood reduced however medium term issues may exist as the detail of the deal is fully realised.	11/01/2021	Open
5	Customer/ Client	Impact on the supply of Covid-19 vaccines	5	5	<b>25</b> 	Discussed at Technical Assurance Board - raised by the PMO Analyst Issue brought to the attention of EP Officers for onward communication through to London Resilience. 06 January 2021 Briefing provided at SLT Assurance.	Director of Public Health	2	4	<b>8</b> 	Keep issue under review * noted that HM Government have publicly given assurance of no delays.	11/01/2021	Open
6	Customer/ Client	Impact on the supply of Medical Equipment for Community Use.	5	5	<b>25</b> 	Raised by the AD Social Care and Public Health Commissioning Issue brought to the attention of EP Officers for onward communication through to London Resilience. 06 January 2021 Briefing provided at SLT Assurance.	Strategic Director of Social Care	2	4	<b>8</b> 	Keep issue under review	22/12/2020	Open

<b>Help</b>	
<b>Risk Description</b>	Describe your risk in a language that articulates clearly what could go wrong or what opportunity could be achieved.
<b>Inherent Risk</b>	First measure the risk as it stands, likelihood and impact, with no controls. This is known as the inherent risk.
<b>Residual Risk</b>	Then measure the risk once you have identified the controls currently in place. This is known as the residual risk.
<b>Existing Controls</b>	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.
<b>Risk Owner</b>	This should be the person best positioned to manage the identified risk
<b>Likelihood and Impact</b>	Based on a 1 to 5 scale with 1 Very Low and 5 Very High, the Score then is automatically calculated
<b>Planned Controls</b>	Where the Residual Risk remains higher than desired you must consider and apply further controls to improve the risk

**National policy and key developments timeline**

Since the last update to Audit and Pensions Committee, the government has taken several measures to respond to rapidly 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
November 2020	<ul style="list-style-type: none"> <li>The Department for Work and Pensions (DWP) COVID Winter Grant Funding was announced in November 2020 to support residents with food and utility bills between 1 December 2020 and 31 March 2021. This funding is at least 80% ringfenced to support families with children with food and utility bills, with the remaining funding ring-fenced to support any households with other essential items. Local Authorities will administer the grant funding.</li> </ul>
	<ul style="list-style-type: none"> <li>HM Government announces that relatives of people in care homes in England can visit if they receive a negative COVID-19 test.</li> </ul>
2 December	<ul style="list-style-type: none"> <li>England's second lockdown ends.</li> </ul>
16 December	<ul style="list-style-type: none"> <li>London, and parts of Essex and Hertfordshire, are placed into tier three of England's COVID tier system following an increase in case numbers in those areas.</li> </ul>
19 December	<ul style="list-style-type: none"> <li>Plans for Christmas bubbles are scrapped completely in Tier 4, while in the rest of England and Wales Christmas bubbles are limited to meeting up on Christmas Day.</li> <li>The Prime Minister announces that London, South East and East of England are to go into new Tier 4 restrictions from the following day. The rules are mostly the same as the national restrictions in November, with non-essential retail, hairdressers and gyms closing.</li> </ul>
28 December	<ul style="list-style-type: none"> <li>Cabinet Office Minister Michael Gove says he is confident the staggered return of secondary schools can happen in January.</li> </ul>
31 December	<ul style="list-style-type: none"> <li>The Education Secretary says he wants the delayed start of the next school term to be as "short as possible".</li> <li>The NHS Nightingale London hospital is reactivated and placed on standby ready to receive patients.</li> </ul>
1 January 2021	<ul style="list-style-type: none"> <li>HM Government announces that all primary schools in London will remain closed for the start of the winter term.</li> </ul>
4 January	<ul style="list-style-type: none"> <li>The Prime Minister announces another lockdown for England, with rules similar to those in March 2020. People are permitted to leave home only for essential reasons, which include work, daily exercise, essential shopping and medical treatment. Schools are closed from the following day, though vulnerable children and those of key workers may still attend, and pre-school remains open, while university students will not return to campus but instead have online tuition. End of year examinations are once again cancelled. Grassroots sport is suspended, but not elite sport.</li> </ul>
5 January	<ul style="list-style-type: none"> <li>Cabinet Secretary Michael Gove confirms that GCSE and A-Level exams, which were scheduled for summer 2021, have been cancelled with grades once again based on teacher assessment. Vocational exams such as BTECs will still go ahead.</li> </ul>
6 January	<ul style="list-style-type: none"> <li>MPs vote in favour of the latest lockdown measures for England.</li> </ul>
7 January	<ul style="list-style-type: none"> <li>A change in government rules regarding who can attend school now permits children without laptops or room to study to attend.</li> </ul>
8 January	<ul style="list-style-type: none"> <li>The Mayor of London, declares a "major incident" in London, stating COVID is "out of control".</li> </ul>
15 January	<ul style="list-style-type: none"> <li>Proposals published jointly by the Department for Education and Ofqual suggest GCSE and A Level results could be published in early July in 2021 rather than August as in previous years.</li> </ul>
20 January	<ul style="list-style-type: none"> <li>HM Government announces that the rollout of daily mass testing in secondary schools as an alternative to self-isolation will be paused because the benefits of it are unclear following the emergence of the new variant of COVID.</li> </ul>
21 January	<ul style="list-style-type: none"> <li>The Home Secretary announces that fines of £800 for anyone attending a house party of more than 15 people will be introduced in England from the following week.</li> </ul>
	<ul style="list-style-type: none"> <li>The Education Secretary says that schools will be given two weeks-notice before they return, but that he cannot say when this will be, though he hopes they will be open again before Easter.</li> </ul>
27 January	<ul style="list-style-type: none"> <li>Home Secretary announces a managed isolation process, hotel quarantining, for those needing to return to the UK.</li> <li>Travel is limited from HM Government red listed countries continuing to prevent the spread of the virus.</li> <li>People wishing to travel declaration introduced and fines to be introduced if regulations are not followed.</li> <li>Travel exemptions are to be reviewed.</li> <li>Increased presence in ports and airports.</li> </ul>
1 February	<ul style="list-style-type: none"> <li>The Health Secretary confirms testing for residents for the South African variant in some London postcode areas.</li> </ul>
22 February	<ul style="list-style-type: none"> <li>HM Government announce a roadmap for ending coronavirus restrictions in England by June 21 with 4 key Steps and timescales commencing with re-opening of schools 8 March; Outdoor gatherings and grassroot sports on 29 March; Non-essential shops on 12 April, Household mixing on 17 May and Social Contract by 21 June 2021.</li> </ul>