Corporate risk		Current risk evaluation			Target risk evaluation (by summer 2020)		
Title	Coronavirus: threat to life, health, wellbeing and the economy	**Probability**	**Impact**	**Rating**	**Probability**	**Impact**	**Rating**
Description	Risk of fatalities and serious illness, significant disruption to the city and to council services in the short- to medium-term and long-term negative economic impact as a result of the coronavirus pandemic, potentially greater impact on more vulnerable and disadvantaged.	5 (Almost certain)	5 (Highly significant)	Very High	2 (Unlikely)	2 (Minor)	Low
Accountability	**Risk owners:** Cllr Blake (Leader) and Tom Riordan (Chief Executive) **Delegated owners:** Directors and Executive members **Key contact:** Mariana Pexton (Chief Officer, Strategy & Improvement)	**Monitoring**		**Best Council Plan implications**			
		Last review date	**Next review date**	This risk impacts upon all ambitions and priorities for the city and the organisation set out in the council's corporate plan			
		16/4/20	23/4/20				

Management review and action – systematic update monthly for Executive Board reporting and reviewed regularly by SCG Gold, CLT and Executive Members given dynamic context. More detailed risk approaches being used at more detailed levels.

Strategic

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Ensuring effective planning and monitoring • Ensuring clear governance – Leeds and West Yorkshire, Regional and National • Ensuring effective ongoing engagement	• Overall plan in place and regular review • Multi-agency governance in place and regular review • Clear approach to engagement – public, political, partners, staff, trade unions	• Continually improve clarity of governance and reporting arrangements, including detail below overall plan • Evaluate engagement approach is effective • Increasingly explicit shift towards recovery

Health and Social Care

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Increased death caused by COVID-19 (includes deaths in care homes and home deaths as well as hospitals) • Increased hospital admissions caused by COVID-19 • Additional pressure on health and social care services • Other health issues caused by inevitable focus on COVID-19 • Worst affected are those most vulnerable	• Leeds Teaching Hospitals Trust (LTHT) plans, plus Nightingale Hospital • Additional focus on discharges • Changes in access to services e.g. GP practices and other services	• Ensure focus of recovery plan is on the most vulnerable and consider best practical approach to progress this • Focus on patients no longer accessing services • Detailed service planning for new normal • Provide advice, information and resources to schools, parents and carers to support access to food, Personal, Social and Health Education (PSHE) and children's social, emotional and mental health (SEMH) needs.

Citizens and communities

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• School closures and impact on educational attainment and progression • Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse) • Increase in levels of domestic violence • 3rd sector resilience / sustainability problems • Extremist narratives • People ignoring national lock-down and social distancing guidance • Provision of emergency food struggles to meet demand as a result of reduced food supply and/or fragility of the infrastructure which relies heavily on volunteers and 3rd sector organisations • Inequalities relating to COVID-19	• Schools providing online tuition • Tracking of children and partnership working • Promoting contact details for domestic violence help • Active support for 3rd sector and lobbying for national support • Daily intelligence report introduced and informing prioritisation of resourcing.	• Supporting Leeds school and learning community to minimise disruption • Adapting practice and process to ensure vulnerable children continue to be identified, assessed, supported and 'seen/visited' • Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings. • Operation Encompass remains in place. This connects the police with schools to ensure better outcomes for children subject to, or witness to, domestic violence • Major West Yorkshire public relations and communications initiative on domestic violence • Guidance on dealing with extremist narratives circulated to key people • Relevant teams proactively working together to enforce adherence to lock-down guidance and requirements

Citizens and communities

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
		• Liaison with food partners to integrate and reduce duplication. Promote donations • Focus on understanding inequalities impact from range of perspectives to plan accordingly

Business and economy

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Mass job losses • Businesses unable to recover • Gaps in central government interventions to support businesses leading to increased business failure, higher unemployment and a deeper recession • Extended lockdown period may result in increased damage to the national and local economy, a deeper recession and an increase in poverty across Leeds • Acceleration of economic trends including automation and digital transformation	• Matching people to jobs where growth • Payment of grants, engagement, support and advice • Maintain effective liaison with business, specifically representative bodies to understand impact on local economy	• A clear exit plan for the lockdown is needed that can be implemented quickly, allow the economy to get moving again whilst also managing pressures on the NHS • Building capability and capacity to understand how the economy will begin to recover and reshape

Infrastructure and supplies

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Safe transport not provided when needed (e.g. key workers) • Schemes not progressed • Insufficient personal protective equipment (PPE) • Supply chain failure / key supplier ceases trading • Insufficient food supplies and distribution, especially in emergency for the most vulnerable	• West Yorkshire Combined Authority (WYCA) engaged and providing support • Maintaining contact with major schemes • Maintaining contact with key suppliers • Active management of PPE supplies and compliance with the guidance • Use of FareShare and promoting campaign	• Scenario planning for removal of lockdown • Continued engagement with partners • Continued efforts to raise PPE issues nationally and be resourceful locally

Organisational impact

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Problems in maintaining the delivery of critical services as the pandemic progresses • Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff, Trade Union involvement. • Significant financial pressures (high levels of unexpected expenditure)	• Ongoing assessment of business continuity plans for the council's critical services. • Extensive activity on workforce • Proactive approach with meeting needs of remote working	• Identification and refresh of changing workforce resource needs to reflect prioritisation. • Financial management arrangements.

Media and communications

Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
• Challenge to reach some part of the population • Campaigns don't drive behaviour required • Reputational issues from failing to communicate properly e.g. misinformation, conflicting/confusing messages or delay in circulating key messages	• Extensive approach in place	• Dedicated Communications staff support for each key area • Communications channels established for Coronavirus • Leeds.gov website used to communicate changes to council services and important public announcement re coronavirus • Comprehensive social listening and monitoring to identify and highlight emerging issues, FAQs, inform our own communications, and help counter misinformation