

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	4 (Probable)	4 (Major)	Very High
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			
		21/10/20	18/11/20				
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 themed and directorate levels.							

Strategic	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Ensuring effective planning and monitoring, for now and for any future phase</li> <li>Ensuring clear governance – Leeds and West Yorkshire, Regional and National</li> <li>Maintaining effective public engagement and support</li> <li>Stricter local and national restrictions and implications for people and the economy</li> <li>Challenges around operating the city centre and town and district centres in line with updated social distancing requirements</li> <li>Concurrent emergencies and incidents occur, placing additional pressure on the council e.g. financial and resources</li> <li>Changes to national alert level and introduction of different restrictions causing confusion for the public</li> </ul>	<ul style="list-style-type: none"> <li>Overall plan in place and regular review, including planning for winter</li> <li>Multi-agency governance in place and regular review</li> <li>Clear approach to engagement – public, political, partners, staff, trade unions</li> <li>Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen.</li> <li>Focus and promotion of the city 'safety messages': Safe travel, safe public spaces, safe delivery of services, safe education and safe working</li> <li>Continuous liaison with national and regional colleagues to ensure good understanding of changes and feeding into communications plans</li> </ul>

Outbreak control	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>Local outbreaks in the city and bordering authority areas aren't managed proactively or communicated well</li> <li>Settings outbreaks</li> <li>Community clusters</li> <li>Widespread community transmission</li> <li>Adverse impact on those more vulnerable as we head into winter</li> <li>Impact of return to school and return to universities on infection rates</li> <li>Understanding of and compliance with additional local restrictions introduced by national government</li> <li>Capacity issues e.g. Public Health, Environmental Health Office, testing facilities</li> <li>Data shows increasing levels/numbers of outbreaks in the city</li> <li>Risk around engagement e.g. ineffective, confusing etc</li> </ul>	<ul style="list-style-type: none"> <li>Local outbreak plan agreed, governance in place, cross border working through Directors of Public Health and LRF, extensive proactive and reactive communications plan in place, with good use of existing multi-agency groups</li> <li>Proactive incident management for local outbreaks</li> <li>Localised effort in response to clusters and outbreaks e.g. extensive liaison with local services, testing, door to door knocking and more visible enforcement presence</li> <li>Continued close monitoring of the situation and acceleration of actions where required</li> <li>Wider communications and engagement</li> <li>Strong partnership approach in the city including with the voluntary sector</li> <li>Extensive activity on licencing and environmental health</li> <li>Strong links to Public Health England</li> <li>Testing facilities in place</li> <li>Pushing for more testing and local tracing and use of the App.</li> <li>Strong, proactive partnership working with schools and universities</li> </ul>

Health and Social Care	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>The ability to deal with the pandemic may be affected by the financial pressures facing the council (the costs of dealing with the pandemic response &amp; recovery and from a reduction in revenue income). As a consequences, key areas such as Social Care, Testing and Shielding may be unable to meet the demand required to support the pandemic response.</li> <li>Additional NHS funding stopped or clawed back through recurrent budgets.</li> <li>Shortfall in resources required to adequately support the continued adoption of new practice and the ability to embed changes/reset of services.</li> <li>Care home and Third Sector Organisations destabilised due to reduced income and increased costs. This may result in a loss of essential care provision.</li> <li>Negative impact on the physical and psychological health of NHS and Social Care staff as a result of the sustained period of dealing with the pandemic. This may lead to workforce capacity issues, increased sickness levels and low morale.</li> <li>Workforce may not be able to flex resources sufficiently to meet increased capacity demands in 'hotspot' areas. This may place further demands on maintaining health and safety for staff and patients.</li> <li>Insufficient PPE and Testing resources resulting in an unsafe working environment for Health and Social Care staff and reduced capacity to deliver services. The return to work across other sectors (e.g. construction, transport and education) may increase demand on PPE supplies leading to further shortages.</li> <li>People failing to make and attend health appointments, both routine and emergency, due to psychological barriers associated with the pandemic. Changes in health and social care service delivery following re-opening may also contribute to these issues, particularly amongst more disadvantaged groups. Consequences: increases in emergency situations and long-term decline in health of the population.</li> <li>Key health and social care messages relating to the pandemic not received and fully understood, especially by those in the most disadvantaged groups. Consequence: increased health inequalities.</li> <li>Problems in fully complying with and maximising benefits from national instructions. Consequences: the creation of a 'wait to be told' culture, slow pace of change, considerable amount of re-working required to comply with national instructions.</li> <li>Increased pressures and demands on staff and services in maintaining compliance with pandemic regulations and further changes to them.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring effective liaison and support between the Council, Local NHS Partners and the West Yorkshire Local Health Resilience Partnership (LHRP), to provide an effective, co-ordinated multi-agency response to Coronavirus (COVID-19), including readiness of the health and social care system, from acute to community, to deal with the anticipated pressures in the system effectively.</li> <li>Focus on Phase 2 of the COVID-19 response; considering how all local NHS systems and organisations reinstate non-COVID-19 urgent services as soon as possible.</li> <li>Local outbreak plan and governance arrangements in place</li> <li>Representation through Local Government networks with support through West Yorkshire and Harrogate ICS.</li> <li>CCG and Leeds City Council finance colleagues maximising NHS Covid-19 resources</li> <li>Care Home national representation.</li> <li>Additional 10% uplift to Care Homes with further practical support package.</li> <li>CCG and Leeds City Council making regular submissions for Covid-19 expenditure</li> <li>Monitoring of Third Sector Organisation resilience</li> <li>Internal health, safety and wellbeing support for NHS and Social Care staff</li> <li>National 24/7 hotline</li> <li>Monitoring staff sickness data</li> <li>PPE Groups co-ordinating responses at city and West Yorkshire level</li> <li>Staff testing programme in place</li> <li>Communications Teams work across the city</li> <li>HealthWatch work to gain insight into people's experience with particular focus on those in the most disadvantaged groups</li> <li>Digital Literacy work led by the council</li> <li>Daily data monitoring reports at organisational and city level</li> <li>Wider enforcement through West Yorkshire Police and the council</li> <li>Clear communications from the NHS and the council</li> </ul>

Citizens and communities	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>The long term impact of school closures during 2020 on educational attainment and progression in the future.</li> <li>Risks arising from the phased reopening of schools and universities e.g. difficulty maintaining social distancing, infection spread and the wellbeing of staff, pupils and students.</li> <li>Risk arising from the return of students to the city e.g. difficulty maintaining social distancing, community issues and infection spread</li> <li>Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse).</li> <li>Increase in levels of domestic violence</li> <li>3rd sector resilience / sustainability problems</li> <li>Community cohesion/tension issues related to the pandemic (e.g. anti-social behaviour)</li> <li>Extremist narratives</li> <li>People ignoring national lock-down and social distancing guidance</li> <li>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</li> <li>Inequalities relating to COVID-19</li> <li>Problems maintaining social distancing once public spaces reopen</li> </ul>	<ul style="list-style-type: none"> <li>Supporting Leeds school and learning community to minimise disruption</li> <li>Risk Assessment and Health and Safety advice and guidance for schools and Universities</li> <li>Remote Learning Task Group established with members from the Learning Improvement Team and representatives from schools. The remit of the group is to ensure all schools are aware of the high expectations in the Government guidance in relation to online and offline resources</li> <li>Joint planning with the city's Universities and additional enforcement action where required</li> <li>Communications issued to students and rules enforced on campus</li> <li>Students supported to self-isolate, where necessary</li> <li>Tracking of children and partnership working</li> <li>Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings</li> <li>Major West Yorkshire public relations and communications initiative on domestic violence</li> <li>The Safer Leeds Executive has agreed the shadow arrangements for the new statutory Domestic Violence and Abuse Local Partnership Board, as outlined in the Domestic Abuse Bill 2020. The inaugural meeting will take place in early October to support the development of a local response to the new duties in the Bill</li> <li>Active support for 3<sup>rd</sup> sector and lobbying for national support, plus review of volunteering to learn lessons</li> <li>Funding secured to deliver a package of training to volunteer managers and support volunteer training and a more localised community led delivery. We are funding 9 pilots: 7 on volunteering and developing activities and 2 developing local approaches. Funding is for the next 6 months</li> <li>Daily intelligence report introduced and informing prioritisation of resourcing</li> </ul>

Citizens and communities	
Risks and issues	Key actions
	<ul style="list-style-type: none"> <li>• Inequality issues being monitored and extensive engagement with partners</li> <li>• Continued active engagement with LRF partners</li> <li>• Resource and demand levels for LWSS are being monitored and new colleagues trained to provide support should demand increase as a result of the new restrictions in Leeds</li> </ul>

Business and economy	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>• Increased job losses through redundancy and restructuring of the economy</li> <li>• Significant increase in business failure due to the impact of lockdown restrictions</li> <li>• Gaps in central government interventions to support businesses in more affected sectors (e.g. hospitality and aviation) leading to increased business failure, higher unemployment and a deeper recession</li> <li>• Local restrictions may result in increased damage to the local economy, with a disproportionate impact on the city centre, a deeper recession and an increase in poverty across Leeds</li> <li>• Acceleration of economic trends including automation and digital transformation</li> <li>• Employees and consumers lack confidence in the safety measures in place in public spaces, including public transport as restrictions are lifted in advance of a vaccine leading to an extended hit to productivity and a slow recovery</li> <li>• Businesses struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE</li> <li>• Uncertainty relating to the ending of the Brexit transition period and the likelihood and scope of any deal</li> </ul>	<ul style="list-style-type: none"> <li>• Matching people to jobs in recruiting sectors and support to retrain via the Employment and Skills Service, Jobcentre Plus and learning providers</li> <li>• Ongoing engagement, support and advice and lobbying of central government</li> <li>• Maintain effective liaison with business, specifically representative bodies to understand impacts on business and the local economy</li> <li>• Development of the Economic Recovery Framework to Respond; Reset and Renew; and Build Resilience</li> <li>• A clear plan for implementing further grant schemes or additional business support in the event of further funding being made available regionally or nationally is in development</li> <li>• Building capability and capacity to understand how the economy will begin to recover and reshape</li> <li>• Planning and engagement with businesses on the implications of the Brexit withdrawal deal</li> </ul>

Infrastructure and supplies	
Risks and issues	Key actions
<ul style="list-style-type: none"> <li>• Safe transport not provided when needed (e.g. key workers)</li> <li>• The transport network experiences issues as lockdown restrictions change and public transport struggles to cope with meeting demand with social distancing requirements</li> <li>• Increased car journeys into the city due to reduced public transport</li> <li>• Road casualties increase as a result of more cyclists and car journeys</li> <li>• Schemes not progressed</li> <li>• Insufficient personal protective equipment (PPE) including face coverings</li> <li>• Supply chain failure / key supplier ceases trading</li> <li>• Insufficient food supplies and distribution, especially in emergency for the most vulnerable</li> <li>• City centre car parks return to normal use by shoppers and workers impacting on key workers</li> <li>• The volunteer network may reduce when people return to normality. Organisations may withdraw support and volunteers may need to return to their other 'day job'</li> <li>• Significant outbreaks experienced at the cities Universities and not contained</li> </ul>	<ul style="list-style-type: none"> <li>• West Yorkshire Combined Authority (WYCA) engaged and providing support</li> <li>• Continue to work with West Yorkshire Combined Authority, Network Rail, train operators, bus operators, Highways England and utility companies to understand level of transport demand and prevailing issues</li> <li>• Maintaining contact with major schemes and with key suppliers</li> <li>• PPE Groups co-ordinating responses at city and West Yorkshire level, including supply chain work</li> <li>• Active management of PPE supplies and compliance with the guidance</li> <li>• Use of FareShare and promoting campaign</li> <li>• Encourage working from home and Active Travel measures</li> <li>• Utilise commonplace to consult with the public about options and changes</li> <li>• Work with partners on coordinated solutions with regards to known and unknown high density activities/changes e.g., students returning to university, sporting fixtures, unforeseen protest marches, spontaneous festivals</li> <li>• Spare vehicles and drivers will be made available to address any immediate capacity issues and on contracted dedicated school bus services, capacity has been increased to ensure that no applicants were refused a place</li> <li>• Schools that are most reliant on the public transport network were contacted on an individual basis and the CA liaised directly with FE colleges to better understand their restart plans</li> <li>• Social media campaigns are taking place with supporting press releases</li> <li>• Letters to schools containing advice to parents on active travel options – including the health benefits. Safe walking to and from school</li> <li>• Train operators looking to introduce 'flexible season tickets'</li> <li>• Working on active travel measures including pop up cycle lanes and widening pathways in city centre</li> <li>• Reopened Elland Road park and ride service in Sept 2020</li> <li>• Good monitoring (track and trace) processes are in place across the university communities</li> </ul>

<b>Organisational impact</b>	
<b>Risks and issues</b>	<b>Key actions</b>
<ul style="list-style-type: none"> <li>• Significant financial pressures (high levels of unexpected expenditure, reduced income)</li> <li>• Problems in maintaining the delivery of critical services as recovery from the pandemic progresses</li> <li>• Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff.</li> <li>• Lack of social distancing and other mitigation measures in the workplace leading to the issue of a 'Notice of Contravention' from the HSE</li> <li>• Staff involved in delivering critical front line services may be required to self-isolate due to Test and Trace</li> <li>• Potential risk to front line services should local lockdown restrictions be imposed.</li> <li>• Capacity within the council and partners to deal with a concurrent event(s) and with extensive outbreaks</li> <li>• Inconsistency of approach in hosting and delivering events</li> </ul>	<ul style="list-style-type: none"> <li>• Financial management arrangements</li> <li>• Ongoing assessment of business continuity plans for the council's critical services, with clear focus on H&amp;S.</li> <li>• Extensive activity on workforce and trade union engagement</li> <li>• Proactive approach with meeting needs of remote working further to national advice to work from home if possible.</li> <li>• Staff supported to utilise available office space if needed in order to work effectively.</li> <li>• Workplace risk assessments undertaken to help ensure compliance with social distancing and other mitigation measures. Management to ensure compliance with the requirements.</li> <li>• Additional incident management capacity secured to be as prepared as possible for other major incidents in the city</li> <li>• Develop ways to enhance the capacity of the organisation and taking opportunities for transformation</li> <li>• Events Bronze group established to review any proposed events, coordinate response and ensure consistent approach</li> </ul>

<b>Media and communications</b>	
<b>Risks and issues</b>	<b>Key actions</b>
<ul style="list-style-type: none"> <li>• Challenge to reach some parts of the population</li> <li>• Campaigns don't drive behaviour required</li> <li>• Problems maintaining clarity with new/revised communications with the public</li> <li>• Reputational issues from failing to communicate properly e.g. misinformation, conflicting/confusing messages or delay in circulating key messages</li> <li>• Public disengagement and/or confusion on messaging, lack of trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive and coordinated approach in place</li> <li>• Dedicated Communications staff support for each key area</li> <li>• Communications channels established for Coronavirus messages</li> <li>• Leeds.gov website used to communicate changes to council services and important public announcement re coronavirus</li> <li>• Targeted campaigns to reach and resonate with different demographics including the use of community champions and trusted city voices</li> <li>• Use of Infographics as an effective way of conveying messages to the public.</li> </ul>