

Report of the Director of Resources and Housing

Report to Executive Board

Date: 24 June 2020

Subject: Annual Corporate Risk Management Report

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- Our ambition as set out in the Best Council Plan is for Leeds to be the best city with the best council in the UK: a city that is compassionate with a strong economy, tackling poverty and inequalities; a council that is an efficient, enterprising and healthy organisation. A corporate risk is something that, if it occurred, could impact on our Best City/Best Council ambitions. It is therefore essential that we understand, manage and communicate the range of risks that could threaten the city and the vital services provided by the council, so that we're better placed to prevent them from happening and to reduce the impact now and in the longer-term on communities, individuals, services, organisations and infrastructure.
- This annual report updates the Executive Board on the most significant risks currently on the corporate risk register (their descriptions, risk ratings and the accountable director and portfolio member risk owners) with summary assurances describing the key controls in place to manage the risks and further actions planned, signposting to where more detailed information can be found.
- Of particular note are the financial and economy risks which have increased considerably in recent weeks due to the implications of the coronavirus pandemic, as detailed in the regular Covid-19 updates to this Board. Further information on the council's latest in-year and medium-term financial pressures can be seen in the report on today's agenda, 'Impact of Coronavirus COVID-19 upon Leeds City Council's

2020/21 financial position and update on the forecast budget position for 2021/22.’ Should these financial risks not be mitigated, the knock-on effect on the council’s resources and ability to effectively manage the full suite of corporate risks will be significant.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The risks included within this report underpin the achievement of the ambitions and all outcomes and priorities within the Best Council Plan.

3. Resource Implications

- Resources are committed to manage the risks to an acceptable level, both to help prevent them from arising and/or to minimise the impact should they occur. With a number of risks having recently increased as a direct result of coronavirus, the implications for the council’s resources – notably its finances, staff, IT infrastructure and buildings – are substantial.

4. Recommendations

- Executive Board is asked to note the annual risk management report and the assurances given on the most significant corporate risks in line with the council’s Risk Management Policy and the Board’s overarching responsibility for their management. Also that this report will provide a key source of evidence on the authority’s risk management arrangements contributing to the Annual Governance Statement to be considered later this year by the Corporate Governance and Audit Committee.

1. Purpose of this report

- 1.1 This annual report updates the Executive Board on the council’s most significant corporate risks, how they are currently managed and further activity planned during 2020/21.
- 1.2 The assurances provided are an important source of evidence for the council’s Annual Governance Statement: a statutory requirement for all local authorities to conduct a review at least once in each financial year of the effectiveness of the system of internal control and to include a statement reporting on the review with its Statement of Accounts. Leeds’ 2019/20 Annual Governance Statement will be considered later this year by the Corporate Governance and Audit Committee.

2. Background information

- 2.1 The previous annual corporate risk management report was considered by Executive Board on 26 June 2019. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council’s Risk Management Policy and in line with the Best Council Plan outcomes and priorities. The remainder of this report focuses on the management of the most significant risks currently on the corporate risk register.
- 2.2 It is supplemented by an annual assurance report on the authority’s risk management arrangements considered each year by the council’s Corporate Governance and Audit Committee. These reports are publicly available and focus on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels. The most recent report was approved at the Committee’s 26 July 2019 meeting. An interim update report is due, at the time of writing, to go to the Committee’s 27 July 2020 meeting with more detailed assurance in December.

3. Main issues

- 3.1 Appendix 1 presents the 2020 annual corporate risk management report. Its introduction explains how the council's risks are identified, assessed and managed through processes embedded at strategic and operational levels and for programmes and projects. All staff and elected members have responsibility for managing risks relevant to their areas, including Scrutiny Boards, Community Committees and partnership boards.
- 3.2 The annual report considers the strategic level: the arrangements in place to manage the council's corporate risks. Corporate risks are those of significant, cross-cutting importance that require the attention of the council's most senior managers and elected members. Each of the corporate risks has named risk owners - a lead portfolio member and a member of the Corporate Leadership Team, (comprising the Chief Executive and directors) - who are jointly accountable for their management. The Executive Board as a whole retains ultimate responsibility.
- 3.3 The nature of risks is that they come and go as the environment changes. However, there are a set of 'standing' corporate risks that will most likely always face the council:
- Safeguarding children
 - Safeguarding adults
 - Health and safety
 - City resilience
 - Council resilience
 - Financial management (both the risk to the in-year budget and longer-term financial sustainability)
 - Information management and governance
 - Climate change adaptation and mitigation (recently added as a 'standing' risk)
- 3.4 The annual report provides assurance on each of these standing risks and the other risks currently rated as 'red' – i.e. of the highest significance – that do not fall into the standing risk category: coronavirus, economic growth lag, major flooding (included as part of the wider assurance on the city resilience risk) and major cyber incident (incorporated within the wider assurance on information management). The latest corporate map approved by the council's Corporate Leadership Team on 1 June 2020 is also included, showing all risks currently on the corporate risk register. In the past year, two of the corporate risks previously rated as being 'red' reduced to 'amber': insufficient school places and the council's preparations for the UK's exit from the European Union. The reduction in ratings reflects the work the council has done to mitigate these risks.
- 3.5 Additional assurances for a number of these risk areas are considered each year by a range of committees and boards. These include:
- This **Executive Board** – which receives annual reports on risk areas such as safeguarding children, safeguarding adults, the council's preparations for the UK's exit from the European Union, health and safety, and employee health and wellbeing, as well as monthly financial health monitoring reports and updates on the work the council is doing to mitigate poverty in the city. More recently, since March 2020, the Board has also considered regular updates on the actions of the council and its partners in response to the coronavirus pandemic with an additional report in May 2020 articulating the pressures on the council's financial resources as a direct result of Covid-19.

- **Statutory partnerships** - Safeguarding reports are also considered by the Leeds Safeguarding Children Partnership, Leeds Safeguarding Adults Board and Safer Leeds.
- **Scrutiny Boards** – receive reports on specific risk areas too, such as Scrutiny Board (Strategy & Resources) considering the authority’s Resilience and Emergency Planning arrangements, Scrutiny Board (Environment, Housing & Communities) reviewing progress in relation to the climate emergency, Scrutiny Board (Children and Families) considering the Child Poverty Strategy for Leeds and Scrutiny Board (Infrastructure, Investment and Inclusive Growth) appraising the council’s Inclusive Growth Strategy, impacting on the corporate risk on the Leeds economy.
- The council’s **Corporate Governance and Audit Committee** - which, in addition to an annual assurance report on the council’s risk management arrangements, receives a range of complementary assurance reports on areas including business continuity management, procurement, information governance, and financial planning and management.

3.6 In addition, the council’s report template includes a section on ‘Risk management’, requiring the report’s author to detail any key risks and their management to help inform decision-making; this applies to all reports to this Board.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The corporate risk assurances at Appendix 1 have been subject to consultation with lead officers, the Corporate Leadership Team and portfolio members. The arrangements in place to manage the council’s risks are embedded and therefore subject to consultation and engagement on an ongoing basis.

4.2 Equality and diversity / cohesion and integration

4.2.1 This is an assurance report with no decision required. Due regard is therefore not directly relevant.

4.3 Council policies and the Best Council Plan

4.3.1 The risk management arrangements in place support compliance with the council’s Risk Management Policy and Code of Corporate Governance, through which, under Principle 4, the authority should take ‘informed and transparent decisions which are subject to effective scrutiny and risk management’.

4.3.2 Effective management of the range of risks that could impact upon the city and the council supports the delivery of all Best Council Plan outcomes and priorities.

Climate Emergency

4.3.3 Following the council’s declaration of a climate emergency in 2019, a risk was added to the corporate risk register: ‘Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment).’ The council and our partner organisations are taking a range of actions to help mitigate and continue to adapt to this long-term risk. These include progressing schemes to reduce the risk of flooding across the city, encouraging increased tree canopy cover in urban areas and promoting community resilience through effective communications with the public.

4.3.4 As the climate emergency is cross-cutting in nature it is linked to many other corporate risks. Where applicable, the supporting details for these risks - such as the sources, consequences and mitigating actions - reflect aspects of the climate emergency.

4.4 Resources, procurement and value for money

4.4.1 All council risks are managed proportionately, factoring in the value for money use of resources.

4.5 Legal implications, access to information, and call-in

4.5.1 The council's risk management arrangements support the authority's compliance with the statutory requirement under the Accounts & Audit Regulations 2015. Through this, Regulation 6 requires authorities to conduct a review at least once a year of the effectiveness of its systems of internal control in accordance with proper practices. The system of internal control, including arrangements for the management of risk, assists the council in effectively exercising its functions.

4.5.2 The corporate risk map is made publicly available via the leeds.gov website and is also published on the council's Intranet risk management webpage, available to elected members and staff. The annual assurance report considered by the Corporate Governance and Audit Committee on the council's risk management arrangements is publicly available on the leeds.gov website.

4.5.3 This report is subject to call in.

4.6 Risk management

4.6.1 This report supports the council's Risk Management Policy in providing assurances on the management of the authority's most significant risks.

5 Conclusions

5.1 The corporate risk register describes the council's most significant risks that could impact upon our Best Council Plan ambitions, outcomes and priorities. Robust and proportionate arrangements are in place to mitigate the risks, considering both the probability of each risk materialising and the consequences if it did.

5.2 Assurances on the council's most significant 'standing' risks are given through this annual corporate risk management report and provide an open, comprehensive and important source of evidence for the authority's Annual Governance Statement.

6 Recommendations

6.1 Executive Board is asked to note the annual risk management report and the assurances given on the most significant corporate risks in line with the council's Risk Management Policy and the Board's overarching responsibility for their management. Also that this report will provide a key source of evidence on the authority's risk management arrangements contributing to the Annual Governance Statement to be considered later this year by the Corporate Governance and Audit Committee.

7 Background documents

7.1 None.

Appendices: Appendix 1 - Annual Corporate Risk Management Report 2020



Annual Corporate Risk Management Report

June 2020



Introduction

To achieve the ambitions, outcome and priorities set out in our Best Council Plan, it is essential that we understand, manage and communicate the range of risks that could threaten the organisation and vital council services. This annual report provides assurance on how the council manages its most significant strategic risks.

The council’s risks stem from a variety of sources, many of which are out of our direct control: for example, global events such as the coronavirus pandemic, an economic shock, major conflicts or an environmental disaster. Closer to home, more localised incidents can impact on communities, individuals, services, organisations and infrastructure. We also often have to respond quickly to changes in government policy and funding and must recognise and meet the dynamic needs of our communities, businesses and residents, particularly those who may be more vulnerable. Such changes, and the uncertainties they may bring, can pose threats that we need to address but also bring opportunities to exploit. Both aspects of risk management rely on the council working effectively with partners across the public, private and third sectors and with communities and individuals.

Risk Management Framework

The council’s risks are identified, assessed and managed using six steps:



These iterative steps enable us to:

- Understand the nature and scale of the risks we face.
- Identify the level of risk that we are willing to accept.
- Recognise our ability to control and reduce risk.
- Recognise where we cannot control the risk.
- Take action where we can and when it would be the best use of resources. This helps us make better decisions and deliver better outcomes for our staff and the people of Leeds.

The steps are applied across the organisation through the Leeds Risk Management Framework: at strategic and operational levels and for programmes and projects. The adoption of the framework and compliance with it has helped to embed a risk management culture within the organisation. This report considers the strategic level: the arrangements in place to manage the council’s corporate risks.

Corporate Risks

Defining a corporate risk

Corporate risks are those of significant, cross-cutting strategic importance that require the attention of the council’s most senior managers and elected members. While all members of staff have responsibility for managing risks in their services, each of the corporate risks has one or more named ‘risk owner(s)’: members of the Corporate Leadership Team (the Chief Executive and five directors) and a lead portfolio member who, together, are accountable for their management. The Executive Board as a whole retains ultimate responsibility.

Corporate risks can be roughly split into two types: those that could principally affect the city and people of Leeds and others that relate more to the way we run our organisation internally. An example of a ‘city’ risk includes a major disruptive incident in Leeds or breach in the safeguarding arrangements that help protect vulnerable people; these are often managed in partnership with a range of other organisations. An example of a more internal ‘council’ risk is a major, prolonged failure of the ICT network. Some risks clearly impact on both the city and the council – coronavirus being the most obvious current example.

How corporate risks are assessed and managed

Each corporate risk has a current rating based on a combined assessment of how likely the risk is to occur – its probability - and its potential impact after considering the controls already put in place. When evaluating the impact of a risk we consider the range of consequences that could result: effects on the local community, staff, the services we provide, any cost implications and whether the risk could prevent us meeting our statutory and legal requirements.

A consistent ‘5x5’ scoring mechanism – included here at Annexe 1 - is used to carry out this assessment of probability and impact which ensures that the risks are rated in the same way. Target ratings are also applied for each risk based on the lowest probability and impact scores deemed viable to manage the risk to an acceptable level given the amount of resources available to deal with it. These are used to compare the gap between ‘where the risk is now’ to ‘how low do we aim for the risk to go’ and so help determine whether additional actions are needed to manage the risk down to the target level.

The greater the risk, the more we try to do to manage it if it is in our control and if that would be the best use of resources. The council recognises that the cost and time involved in managing the risk down to nothing may not always be the best use of public money and we factor this in when establishing the target rating and developing our risk management action plans.

Risks are reviewed and updated regularly through horizon scanning, benchmarking and in response to findings from inspections and audits, government policy changes and engagement with staff and the public.

Current corporate risks

The risk map overleaf at Figure 1 summarises the risks on the corporate risk register as at 24 June 2020 and their current ratings based on combined probability and impact scores. 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 the economic outlook for Leeds.

Many of the risks shown on the risk map will come and go as the environment changes. However, there are a set of ‘standing’ corporate risks that are likely to always face the council:

- Safeguarding children
- Safeguarding adults
- Health and safety
- City resilience
- Climate change adaptation / mitigation
- Council resilience
- Financial management (in-year and the medium-term)
- Information management

The remainder of this report provides a summary assurance on how each of these standing corporate risks is managed, signposting to where further information can be found. It also provides assurance on those risks currently rated as ‘red’ – i.e. of the highest significance – that do not fall into the standing risk category: coronavirus, economic growth lag, climate change, major flooding (included as part of the wider assurance on the city resilience risk) and major cyber incident (incorporated within the wider assurance on information management). An overview of the risks covered in this report is provided at Table 1, detailing their full descriptions and risk owners.

(For more information on the council’s risk management arrangements please contact Coral Main on coral.main@leeds.gov.uk or Tim Rollett on timothy.rollett@leeds.gov.uk)

Figure 1: Corporate Risk Map at 1 June 2020
Supporting our Best City / Best Council ambitions

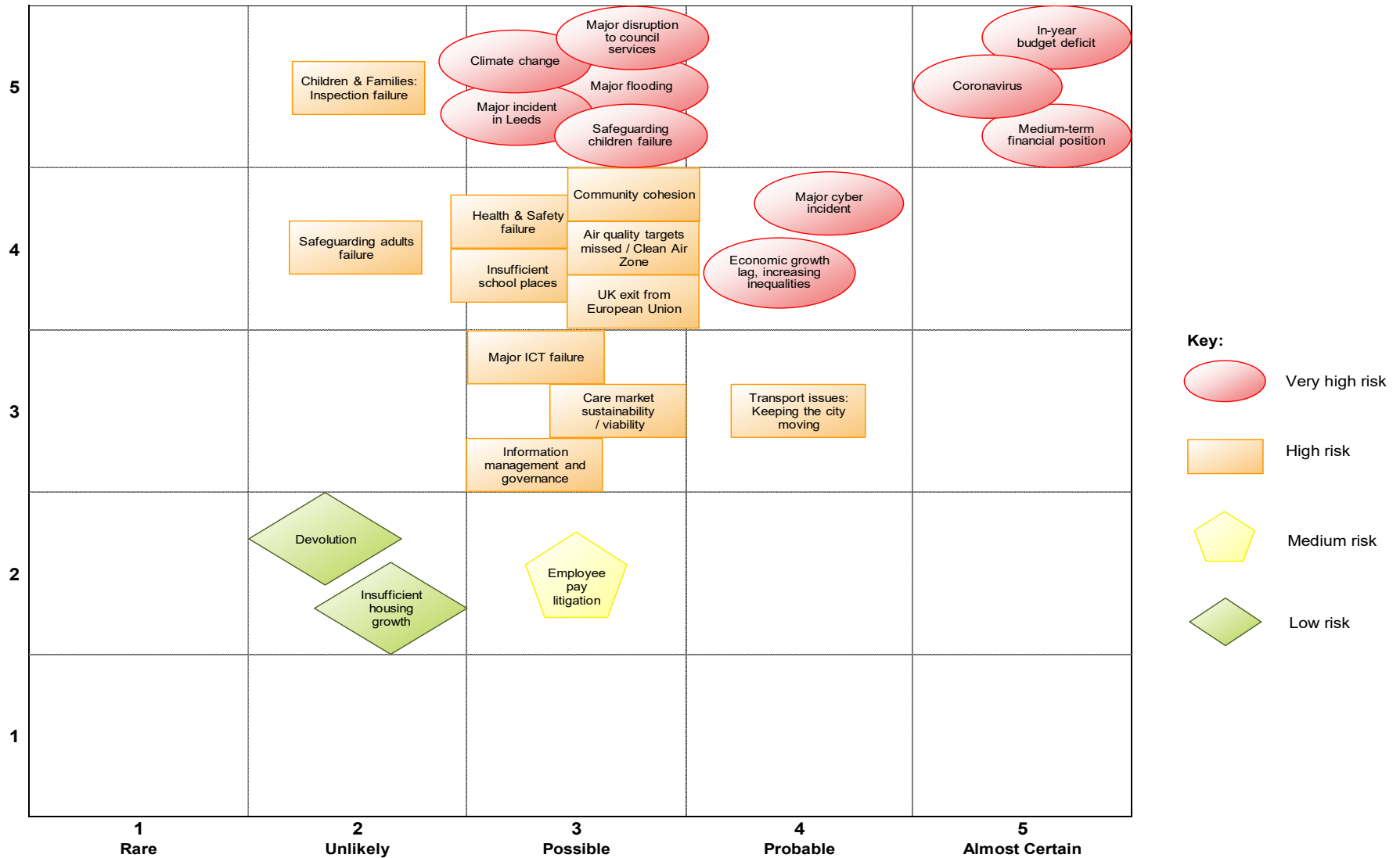


Table 1: Overview of significant and ‘standing’ corporate risks

Risk area	Description	Accountability (Risk owners)		Current Rating
		Senior officer	Member & Portfolio	
Coronavirus	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	Tom Riordan, Chief Executive	Cllr J Blake: Leader of Council and Executive Member for Economy and Culture	Very High
In-year budget	The council’s financial position goes into significant deficit in current year resulting in reserves being less than minimum specified by council’s risk-based reserves policy	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Medium-term financial position	The council cannot balance its Medium-Term Financial Strategy	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Economic growth lag	Growth in Leeds’ businesses is slower and less inclusive than the national and international economy, leading to lower wages, fewer jobs and poorer citizens and communities	Martin Farrington, Director of City Development	Cllr J Blake: Leader of Council and Executive Member for Economy and Culture	Very High
Safeguarding children	Risk of harm, accident or death to a child linked to failure of the council to act appropriately according to safeguarding arrangements	Sal Tariq, Director of Children and Families	Cllr F Venner: Executive Member for Children & Families	Very High
Safeguarding adults	Failure a) of staff in any council directorate to recognise and report a risk of abuse or neglect facing an adult with care and support needs in Leeds, and b) of staff adult social care to respond appropriately, in line with national legislation and safeguarding adults procedures	Cath Roff, Director of Adults and Health	Cllr R Charlwood: Executive Member for Health, Wellbeing & Adults	High
City resilience	Risk of significant disruption in Leeds	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Major flooding	Major flooding, especially north of the city centre station, occurs in Leeds that has a significant impact on homes, business, land and infrastructure	Martin Farrington, Director of City Development	Cllr M Rafique: Executive Member for Environment & Active Lifestyles	Very High
Climate change	Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment)	Neil Evans, Director of Resources and Housing	Cllr L Mulherin: Executive Member for Climate Change, Transport & Sustainable Development	Very High
Council resilience	Risk of significant disruption to council services and failure to effectively manage emergency incidents	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Cyber risk	Risk to citizens, council and city as a result of digital crime, process failure or people’s actions	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Information management	Risk of harm to individuals, partners, organisations, third parties and the council as a result of non-compliance with Information Governance legislation and industry standards	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	High
Health and safety	Risk of a health & safety failure resulting in death, injury, damage or legal challenge	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	High

Coronavirus Corporate Risk Assurance

Risk overview

The coronavirus pandemic is a threat to life, health, wellbeing and the economy. In Leeds, this has tragically resulted in fatalities and serious illness, significant disruption to the city – its residents, businesses and infrastructure - and to council services, with the consequences potentially greater for those more vulnerable or disadvantaged. Whilst many aspects of the risk have already materialised, there are still numerous uncertainties and at this stage it is hard to predict the full scale, or timing, of the impacts of Covid-19.

Key controls in place to manage the risk

The city was prepared for, and is responding to, this unprecedented global crisis within the information and resources available, working with a broad range of partners to mitigate the effects of the outbreak and to recover. The key controls in place include:

- The council's important role in the city's multi-agency command and control arrangements, which have been developed further in response to Covid-19 to facilitate the coordination and communication on a set of complex interrelated challenges. This work is captured in the Leeds Strategic Response and Recovery Plan.
- Maintaining the provision of council services, prioritising those that are critical whilst having to temporarily cease or reduce those that are not. Also introducing new and increased forms of practical support, such as millions of PPE items being delivered to care homes, children's homes and GP surgeries; extra food parcels sent out; distributing grants to more than 10,000 businesses; increasing the Meals at Home service and ensuring free school meals continue.
- Through council Leader and Chief Executive groups, liaising with other Yorkshire and Humber councils on key issues and to share best practice and communicating with Government to influence national developments as far as possible from a local government perspective. In May, Leeds' Chief Executive also took on a temporary national role leading the 'trace' element of Government's new Covid-19 test and trace programme, building on knowledge and public health expertise of local government. Local authorities are now developing tailored outbreak control plans, working with local NHS and other stakeholders.
- Regular information and updates are communicated to a wide range of stakeholders including citizens, communities, councillors and MPs, partner organisations, businesses, suppliers and council staff.

Further actions planned

Detailed information on the actions of the council and its partners is provided through updates to the Response and Recovery plan reported each month since March 2020 to the council's [Executive Board](#) – the council's principal decision-making body. Actions include:

- Continued liaison and support between the council and its key partners, in particular those for social care and health and the third sector, to provide a co-ordinated multi-agency response as we shift to a recovery phase.
- Further support to the most vulnerable, including signposting them to other services where appropriate, such as helplines and food provision.
- Liaison, support and advice for businesses, especially for types of grants available.
- Covid-19 testing for qualifying groups available at Temple Green Park & Ride site.

More information

Information for people, communities and businesses to get help, as well as finding out how council services are affected, can be found at leeds.gov.uk/coronavirus. Health advice can be found via the [NHS coronavirus page](#). The latest government advice can be found at gov.uk/coronavirus

Financial Management Corporate Risk Assurance

Risk overview

The current and future financial climate for local government represents a significant risk to the council with the ongoing challenge of delivering services within 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 forecast income levels for both Business Rates and Council Tax and a reduction in the level of income receivable from sales, fees and charges.

Failing to deliver a balanced budget that addresses these issues both in the short and medium-term will ultimately require the council to consider even more difficult decisions that could have a far greater impact on front-line services, including those that support the most vulnerable. If the council's Chief Officer Financial Services in their professional opinion considers that the authority cannot deliver a balanced budget position in 2020/21, a Section 114 notice would have to be issued, prompting an emergency budget.

Key controls in place to manage the risk

- **Roles and responsibilities** - financial management within the council is delivered by colleagues who report to and are accountable to the Chief Officer Financial Services (the Section 151 Officer).
- **Strategic financial planning** – based on the funding settlement from the government.
- **Budget preparation and setting** – revenue budget planning continues throughout the preceding financial year, whereas capital spending operates within a three-year programme.
- **In-year budget monitoring** – both revenue and capital budgets are continually monitored and reported regularly to senior managers and members. Financial Health Monitoring Reports are reviewed by the council's Executive Board each month.
- **Closure of accounts** – timely accounts without audit qualification ensures we can properly account for resources used during the year and fully understand the council's financial standing.
- **Audit inspections** – providing elected members and the public with independent assurance that the accounts reflect a true and fair view of the council's financial position.

Further actions planned

Whilst the council continues to make every effort to protect the front-line delivery of services, it is clear that the position is becoming more difficult to manage financially. Immediate focus is being placed on dealing with the financial implications for the council from the coronavirus pandemic, though the inherent pressures that existed prior to Covid-19 must also be managed.

The council's Executive Board will be receiving a number of reports in the coming months setting out a range of options for the capital and revenue budgets in 2020/21 and beyond with a further update to the authority's rolling 5-year Medium-Term Financial Strategy scheduled for September 2020. At the time of writing, the most recent report considered at the Board's May 2020 meeting approved a series of proposals aimed at securing additional coronavirus financial support for local government from the Government.

More information

- All Executive Board meetings and agenda items can be found [here](#). The May 2020 report referenced above is available [here](#).
- [Our financial plans](#)
- [Our financial performance](#)

Economic Growth Lag Corporate Risk Assurance

Risk overview

Changes to the global, national and local economic environment all represent threats to the Leeds economy. In particular, our economy has been significantly impacted by the Covid-19 pandemic. If Leeds fails to adapt and recover at the same pace as the rest of the economy, and if the council and its economic partners don't understand the challenges and opportunities, deliver effective business and skills, and infrastructure support, this will have an adverse impact on the economy, business survival, investment and growth. There will be further longer-term consequences for the city in terms of lack of opportunity, lower wages, falling employment levels and an increase in poverty and inequality.

Key controls in place to manage the risk

- The council has a dedicated Economic Development Team which works on a diverse range of projects to support business, create employment and drive economic growth.
- As part of Leeds' Multi-Agency Command and Control arrangements, an Economy & Business Group exists to help this aspect respond and recover from a crisis.
- We have an engagement group of independent businesses to understand the needs of this vibrant sector.
- We work in conjunction with our partners (including the [West Yorkshire Combined Authority](#), [Leeds City Region Enterprise Partnership](#) and the Leeds [Chamber of Commerce](#)) on a range of aspects such as supporting business growth and enterprise, promoting a thriving and safe city centre and delivering regeneration projects.

Further actions planned

The current actions to treat this risk are focused on helping businesses respond and recover from the Covid-19 pandemic. Key actions include:

- Efficient processing of payment of grants and ongoing engagement, support and advice to businesses.
- The continued delivery of employment support programmes.
- Maintaining effective engagement with businesses to understand the impact on the local economy.
- Ensuring that any lessons learnt are built into future recovery planning.
- Reviewing and updating the Leeds Inclusive Growth Strategy which sets out how the council and its partners in the city will work together to grow the Leeds economy. (Inclusive Growth, along with Health and Wellbeing and the Climate Change Emergency, is one of the three 'pillars' supporting our Best Council Plan.)
- Engaging with businesses to identify how they can shape, contribute to, and benefit from a post-Covid-19 economic recovery programme, especially large anchor businesses.
- Identifying what business engagement and collaboration mechanisms are needed to support recovery.

More general actions include:

- Further developing local and regional recovery plans and groups, including those in preparation for the West Yorkshire Devolution area which, subject to further consultation and approvals, will come into force from May 2021.
- Developing web sites that provide information, guidance and support for local businesses.
- Progressing links with central government to promote and maintain lobbying to ensure that the recovery needs of Leeds businesses are fully understood and programmes are able to support these.
- Developing links with new business start-ups to encourage growth and support survival.

More information

- [Business and licensing](#) information is available on [leeds.gov](#), including how to start and grow a business.
- The Leeds Inclusive Growth Strategy can be viewed [here](#).

Safeguarding Children Corporate Risk Assurance

Risk overview

The potential consequence of a significant failure in safeguarding is that a child or young person could be seriously harmed, abused, or die. This is a tragic outcome for all, including the family of the young person. From a council perspective, this could damage the council's reputation, depending on the seriousness of failure, and could possibly lead to intervention by Ofsted and/or government.

Key controls in place to manage the risk

The council is strongly committed to improving the safeguarding of children and young people and the main controls in place for this are as follows:

- **Plans and strategies:** Safeguarding is a clear priority in the strategic plans of the council and relevant partners, in particular the Children and Young People's Plan, the work of the Children and Families Trust Board and the Child-Friendly Leeds initiative; Child-Friendly Leeds is one of the Best Council Plan priorities. The Leeds Early Help Strategy, recently revised with input from partners across the city, reinforces the multi-agency commitment to Early Intervention and Prevention in order to avoid the escalation of need. Through the council's Safeguarding Policy, all council staff have an obligation to protect all children, and vulnerable adults. The policy helps employees to understand, recognise, and report a safeguarding concern.
- **Maintaining a strong safeguarding partnership** - The responsibilities for safeguarding are collectively held by the council, the local clinical commissioning group and West Yorkshire Police, through the [Leeds Safeguarding Children Partnership](#) (LSCP). The LSCP is independently chaired and consists of the three key agencies – the council, Health and West Yorkshire Police - who collectively hold statutory responsibilities for safeguarding. Safeguarding is also a key theme running through all the work and priorities of [Safer Leeds](#)¹.
- **Inspection** - The most thorough assurances for this risk are the independent external inspections by Ofsted, the Care Quality Commission (CQC) and other inspection bodies who regulate services that care for children and young people. The most recent Ofsted inspection of children's social care services in the autumn of 2018 judged Leeds' overall effectiveness to be outstanding, praising its highly motivated, experienced and stable workforce and the senior leadership team who are, 'committed to continuous improvement, invite feedback and engage in innovations to further enhance services. This is reflected in an accurate self-evaluation and improvement plan, focusing not just on successes but also on areas where further work is required.' (The full Ofsted inspection report is available [here](#))
- **Social workers** - Qualified social workers in the Duty and Advice Team are based at the 'Front Door' along with police and health practitioners as part of the council's partnership arrangements. This ensures timely decisions about safeguarding concerns are considered by the relevant professionals so that the appropriate decision is made for every child/young person where there are safeguarding concerns. Out of Hours Emergency Duty Social Workers are based at Elland Road Police Station with the Police Safeguarding team to respond to safeguarding concerns.
- **Performance management / quality assurance** – There is a robust performance management and quality assurance framework in place that ensures management oversight at every level, internal scrutiny and review. Mosaic, the Children's Social Work Service's case management system, offers a transparent view of the child through social care processes, thereby further strengthening safeguarding for the most vulnerable children. The system ensures information is available in a central location, from which reporting and

¹ Safer Leeds is the city's Community Safety Partnership, responsible for tackling crime and disorder

monitoring is easily accessible. This in turn facilitates improved oversight and challenge from senior managers through the use of regular performance reports.

- **Reporting arrangements** – Clear and well publicised guidance is available on the [leeds.gov](https://www.leeds.gov.uk) and LSCP websites for members of the public and practitioners on how to report child safeguarding concerns.
- **External partners** - Challenge and scrutiny from external experts, leading practitioners and the extensive use of research to inform practice. Leeds' role as a Partner in Practice (PiP) has strengthened co-operation with national government and other leading local authorities.

Further actions planned

- Continued joint work in clusters to identify and support the most vulnerable children and their families in the context of the current Covid-19 pandemic. This includes ongoing development of the three newly established multi-agency Bronze groups that provide a strategic response to emerging issues at the cluster level.
- Ongoing development of the three Early Help hubs supporting cross council, multi-agency, integrated work and the early identification of need.
- Ongoing strategic developments in response to Domestic Violence and Abuse
- Ongoing [campaigns](#) such as the annual [Leeds Safeguarding Week](#) and Think Before You Send
- [Safer Leeds](#)² and the LSCP are bringing together a joined-up strategic approach to tackling youth violence, crime and exploitation.

More information

For more details on how the council and its partners are managing this risk, please refer to the Leeds Safeguarding Children Partnership Annual Report (2018/19) considered by the council's Executive Board in January 2020 and available [here](#).

² Quote from Leeds Ofsted's Inspection of Children Social Care Services Summary Report on Leeds, 2018

Safeguarding Adults Corporate Risk Assurance

Risk overview

The abuse of adults with care and support needs in Leeds can happen anywhere, be committed by anyone and can take many forms. To prevent this type of abuse and to support individuals to meet their desired outcomes should harm take place, a range of safeguarding measures are in place. Should any of these measures fail, an adult may suffer violence, serious harm and/or ultimately death. Such a tragic outcome could represent a failure in the council's legal and ethical safeguarding duties and have significant resource implications including financial costs, ombudsman enquiries and even judicial review.

Key controls in place to manage the risk

The [Leeds Safeguarding Adults Board](#) (SAB) is a multi-agency statutory partnership of organisations, including the council, that work together to both prevent and end abuse of adults with care and support needs in Leeds. The SAB has a [Strategic Plan](#) and produces an annual report which sets out specific actions that help the Board achieve its ambitions. Other controls in place to manage this risk include:

- Multi-agency [Safeguarding Adults Policies and Procedures](#), including national and regional guidance publications.
- Cross-Council Safeguarding Policy: all council staff have an obligation to protect all children, and vulnerable adults. The Policy helps employees to understand, recognise, and report a safeguarding concern.
- Undertaking safeguarding adults reviews (in accordance with the Care Act 2014).
- Safeguarding is a key theme running through all the work and priorities of [Safer Leeds](#), the city's community safety partnership.
- Checks are made by the [Care Quality Commission](#) (CQC¹), the independent regulator of health and social care in England on the quality of care in registered services.
- Clear, simple and easy to find information available on [what abuse is and how to report it](#).
- The Front Door Safeguarding Hub, an umbrella term which describes the partnership arrangements through which a wide range of safeguarding partners work to support people who have been subject to Domestic Violence and Abuse.
- A rigorous and tiered training and competency framework for front line staff.

Further actions planned

The main actions to deal with safeguarding adults can be seen in the SAB's annual report, framed around four key ambitions: Talk to me, hear my voice; Improvement awareness across all our communities; Improve responses to domestic abuse; and Learning from experience to improve how we work. The report also provides further details such as progress achieved, target dates and ratings to show how on track they are. Further actions include:

- Continuing the joint work with the NHS Leeds Clinical Commissioning Group (CCG), commissioning teams within the council and the Care Quality Commission, to ensure that quality concerns in regulated care services are picked up early and prevented from developing into safeguarding concerns.
- Ongoing promotion and awareness of safeguarding across the city, including the annual Safeguarding Week and the [16 Days of Action](#) and [White Ribbon campaigns](#).

More information

The Leeds Safeguarding Adults Board annual report 2018/19 is available [here](#).

¹ The CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. It sets out what good and outstanding care looks like and makes sure services meet fundamental standards below which care must never fall.

City Resilience (including major flooding) Corporate Risk Assurance

Risk overview

Leeds, like any other major city, can suffer disruption caused by the impact of a major incident or emergency. Recently the city, its people and communities have experienced disruption from adverse weather and major flooding and continue to live with the impacts of the coronavirus pandemic. Planned events such as cultural, sporting and protest processions requiring road closures can also place pressure on the city's infrastructure. The risk would be exacerbated should more than one major incident occur in the city at the same time. Disruption can impact for several hours, days, weeks and even months whilst response and recovery is completed.

Key controls in place to manage the risk

- A dedicated Resilience and Emergency Team to co-ordinate the council's response to a major incident and an emergency control centre to operate from.
- Promotion and use of [Leeds Alert](#), the council's free warning and informing system to send out emergency alert messages to businesses registered with the scheme.
- A 'top down' approach to managing risks based on the National Security Risk Assessment which compares, assesses and prioritises all major disruptive risks to the UK's national security. This informs the West Yorkshire Community Risk Register which in turn forms the basis of multi-agency planning between the council and partner organisations for the West Yorkshire region.
- A wide range of emergency and continuity plans which are regularly tested and exercised.
- Specifically on flood risk management, the flood alleviation scheme ([Phase 1](#)) which reduces the risk of flooding in the city centre.

Further actions planned

The main actions relating to the council's response to, and facilitating the recovery from, the coronavirus pandemic in conjunction with our broader partners are seen in the Response and Recovery Plan submitted to Executive Board each month (please refer to the Coronavirus risk assurance above for more information). More general actions relating to the City Resilience risk include:

- Ongoing work with businesses and other organisations to develop greater resilience in the city.
- Promoting community resilience by effective communications with the public.
- Working closely with other local authorities and partners that together form the West Yorkshire Resilience Forum for preparedness to respond to major and often cross boundary emergencies.
- Working together with partners from the Safety Advisory Group to ensure events in Leeds are delivered safely.
- Continuing to support national counter-terrorism campaigns and initiatives.
- Progression of the flood alleviation scheme ([Phase 2](#)) and the development of local initiatives to reduce the risk of flooding across Leeds to improve the resilience and self-reliance of communities.

More information

- Information on how to prepare for and respond to [emergencies](#) can be found on the council's [leeds.gov](#) website.
- The West Yorkshire Police website contains details of the [West Yorkshire Resilience Forum](#) and the [West Yorkshire Community Risk Register](#).
- Details of the work undertaken with a range of partners across the region to deliver [flood alleviation](#) schemes is available on the council's website.

Climate Change Corporate Risk Assurance

Risk overview

The climate change threat is one of the greatest challenges facing this and future generations across the world. More extreme and more frequent severe weather, such as flooding and heatwaves, will impact on the people, communities, infrastructure, economy and natural environment of Leeds unless there is joined-up and concerted effort to adapt how we live and to mitigate the effects of climate change.

Key controls in place to manage the risk

The council has a significant role to play in tackling climate change, leading by example in adapting our own operations to reduce emissions and supporting businesses, households and individuals to do the same, and also in helping to reduce the impacts of extreme weather events on Leeds. A number of the controls are detailed in the city and council resilience risks seen elsewhere in this report with additional climate change-specific controls including:

- Facilitation and support is provided by a dedicated team of staff with specialist knowledge and experience¹, and with representation at a senior level within the organisation.
- The [Leeds Climate Commission](#) informs the work we do to tackle climate change. The Commission brings together key organisations and actors from across the city and from the public, private and third sectors and helps Leeds make positive choices on issues relating to energy, carbon, weather and climate.
- The [Climate Emergency Advisory Committee](#) is authorised to consider and make recommendations regarding climate change and sustainability.
- Working with West Yorkshire Combine Authority (WYCA) to deliver the [Connecting Leeds Transport Strategy](#), which includes the promotion of public transport usage and active travel.

Further actions planned

Tackling the climate change risk is everybody's responsibility. The council is working with major bodies across Leeds and encouraging smaller businesses to play their part in reducing their carbon footprint. Our plan is to:

- Develop greater resilience to extreme weather in the city, for example to help mitigate the impact of major .
- Promote further community resilience through effective communications with the public.
- Reduce the level of greenhouse gas emissions from the city to net zero by 2030 by:
 - reducing our own carbon footprint, from all the council's operations, to net zero by 2025
 - supporting businesses and homeowners to implement energy efficiency and renewable energy projects
 - promoting cycling, walking, the use of public transport and zero emission vehicles
 - promoting a less wasteful, low carbon economy
 - building sustainable infrastructure, including large scale renewables
 - helping residents reduce their own carbon footprints
 - undertaking an extensive tree planting programme to offset any emissions which remain
- The actions that the council can take within the powers and resources currently at its disposal will not, however, be sufficient to move the city to a net zero carbon position. There are many areas where government policy changes are required and where further funding is needed.

The impact of coronavirus on our response to the climate emergency is complex, but presents significant opportunities presented by the reduction in travel and encouraging more active travel. As we move out of lockdown and towards a longer lasting new 'normal' we will need to restate our carbon reduction ambition for the city, bringing a renewed focus to this vital work. This could encompass promoting more sustainable and healthy movement of people; new ways of working, adopting digital technology and home working; emphasising the value of green spaces and reviewing the role of spatial planning in pursuing low carbon; and influencing consumer behaviour and increasing recycling.

More information: Further details about the actions we are taking can be seen in our [Climate Emergency Report](#).

¹ It should be noted that key members of the Sustainable Energy and Air Quality Team are currently helping to lead and manage the council's response to Covid-19 and so have been temporarily diverted from their climate change roles.

Council Resilience Corporate Risk Assurance

Risk overview

This risk relates to significant disruption to the delivery of council services and the failure to effectively manage and recover back to 'business as usual'. Disruptive incidents, such as a major IT failure, adverse weather or industrial action, can arise from many sources and lead to reductions or even prolonged suspension of council services - as is the case currently with the coronavirus pandemic. When critical front line services are disrupted, this can result in communities and vulnerable people in particular being impacted.

Key controls in place to manage the risk

The controls in place are designed to ensure that the council can continue to provide its critical or prioritised services or functions in the event of an incident or disruption.

- A well-established Business Continuity Policy and Strategy set out the plans to deal with any disruption and a Business Continuity Management (BCM) Toolkit contains information, guidance and templates for use by council services.
- The Emergency Management Plan (EMP) which covers both response and recovery can be activated should a significant, prolonged and widespread business continuity event occur.
- The council's ability to quickly assemble a team of officers to deal with a major disruption event alongside our partner organisations is currently being demonstrated with Covid-19.
- Business Continuity Plans (BCPs) are in place for all critical council services that document the actions required to protect those services should a disruptive incident or emergency occur. The plans were reviewed in readiness for the impact of EU Exit and activated recently to deal with coronavirus.
- Arrangements are in place to warn and inform the public and businesses about incidents, such as through Leeds Alert.
- The council's Resilience & Emergencies Team provides advice and guidance across the whole organisation to support these business continuity arrangements.

Further actions planned

- Ongoing work as part of the city's multi-agency response to and recovery from coronavirus.
- Continue to learn from business continuity incidents and contribute to any lessons learned from them at local, regional and national level.
- Regular review, revision and exercising of business continuity plans and arrangements.
- Continue to identify new threats and hazards and to prepare and plan our capabilities to be able to respond and recover from them should any occur.
- Council directors playing into the annual West Yorkshire Resilience Forum 'Gold' exercise
- Provision of advice and assistance to business and voluntary sector²

More information

For more details on how the council manages this risk, please refer to the [Annual Business Continuity Report](#) considered by the authority's Corporate Governance and Audit Committee.

² The Civil Contingencies Act 2004 requires local authorities to provide advice and assistance to those undertaking commercial activities and voluntary organisations in relation to business continuity management.

Health and Safety Corporate Risk Assurance

Risk overview

Should a serious health and safety (H&S) incident arise from the many services that the council provides or commissions, it could result in death, injury or chronic ill-health to a wide range of stakeholders including service users and staff. If things go wrong, regulatory and enforcement bodies such as the [Health and Safety Executive](#) (HSE) could undertake investigations into the council and this may require the suspension of services or closure of buildings.

Key controls in place to manage the risk

- **Health, Safety and Wellbeing Policy and Strategy** – setting out the council’s commitment to H&S. The Strategy includes a set of refreshed priorities such as stress, mental health and muscular-skeletal disorders as well as the H&S roles and responsibilities of all staff.
- **Roles and responsibilities** - Professionally qualified staff including the Head of Health, Safety and Wellbeing and a team of H&S Advisers and Occupational Health Practitioners. All council staff also have H&S responsibilities and a number are trained as Mental Health First Aiders.
- **H&S training, advice and support** – available internally for staff and elected members. Regular communications and engagement on health, safety and wellbeing matters take place, this being a particularly high priority during the current coronavirus pandemic.
- **Processes & reporting** – Regular reporting on H&S issues and performance to a range of internal stakeholders, including the Health, Safety and Wellbeing Priority Board’ Corporate Health, Safety and Wellbeing Committee; the Corporate Leadership Team (consisting of the council’s Chief Executive and directors) and the Executive Board. An annual report to the Executive Board is produced which demonstrates how duties set out in the council’s Health and Safety Policy are discharged.
- **Co-operation & Consultation** – between managers and employee representatives on H&S issues with specialist working groups also covering specific areas such as asbestos, social care and outdoor education. Best practice is shared between the council and other organisations.
- **Working with partner organisations** – essential pro-active maintenance of council buildings, schools and housing stock is carried out with contractors. A Fire Safety Concordat is also in place between the council and the West Yorkshire Fire & Rescue Authority (WYFRA). It is intended to provide a framework to ensure that the roles and responsibilities of the two organisations are effectively translated into practical working arrangements.

Further actions planned

Over the coming months risk management actions will be focused on how council services can recover from the coronavirus pandemic whilst maintaining health, safety and wellbeing standards and adapting to any significant changes required: for example, an increased use of PPE amongst staff. Following the UK’s exit from the European Union, work will also take place to keep abreast of any changes in Health and Safety legislation that result.

Further information

- The council’s latest Health, Safety and Wellbeing Performance and Assurance report was considered by the Executive Board in July 2019 and is available [here](#).
- The [Care Quality Commission](#) is the independent regulator of health and adult social care in England. They monitor, inspect and regulate services to make sure they meet standards of quality and safety.

Information Management and Cyber Security Corporate Risk Assurance

Risk overview

Failure to manage personal information properly could cause distress, harm or even death to individuals, with the council facing legal and enforcement action, fines and loss in public confidence. Linked to information management, the council's digital infrastructure is under constant attack from malicious sources attempting to disrupt the confidentiality, availability and integrity of our information or bring our systems and applications to a standstill, severely impacting our ability to deliver critical services. These risks require extensive management and treatment by the council.

Key controls in place to manage the risk

The council has adopted a wide range of controls to ensure the resilience of the information governance arrangements and IT systems. These cover the following themes:

- **People** – Roles and responsibilities are clearly set out, including a Senior Information Risk Owner, Data Protection Officer and a Caldicott Guardian (a senior person responsible for protecting the confidentiality of people's health and care information). Mandatory training for elected members and staff and internal guidance on managing information and cyber security is also provided through which the message is reinforced that this risk is everyone's responsibility.
- **Policies and processes** – are in place that are fit for purpose and reflect legislative requirements- In particular the General Data Protection Regulation (GDPR) and Data Protection Act (2018) - including those for Information Assurance and Information Sharing.
- **Technology** – Protection, such as 'firewalls' to prevent breaches of the council's IT network, and passwords to protect information held on council devices and systems.
- **Assurance and Compliance** – Information management forms part of the council's Annual Governance Statement which reports on the effectiveness of the council's internal controls, reviews and inspections (internal and external) and adopting compliance regimes such as the government's Public Services Network (PSN)¹ Code of Connection and the Data Protection and Security Toolkit for Health.

Further actions planned

- Review of interim information security measures for staff working at home and use of technology in response to the coronavirus pandemic.
- Update of the Information Management Strategy.
- Ongoing work to retain the council's PSN compliance.
- Commencement of the Paper Rationalisation programme.

More information

- An annual report is considered by the council's Corporate Governance and Audit Committee which details the steps being taken to maintain and improve the authority's information governance. The most recent report from March 2020, which includes the annual report of the Caldicott Guardian, is available [here](#).
- The [Information Commissioner's Officer \(ICO\)](#) website. The ICO is an independent authority upholding information rights in the public interest, promoting openness by public bodies and data privacy for individuals.
- The National Cyber Security Centre also has a [Public Sector](#) information and guidance page.

¹ PSN Code of Connection (CoCo) is an independent security assessment of external and internal network infrastructure and devices.

Annexe 1: Leeds City Council's Risk Evaluation Matrices

The tables below give guidance on assessing risks on a scale of 1 to 5 in terms of their probability and impact, based on the current controls in place. Together, the two scores combine to give a risk rating. Additional notes to help make an assessment and the risk map used to determine the rating are on the next page.

Qualitative and quantitative descriptions are included to help evaluate a broad range of risks and give a level of consistency across the council's risk registers. However, you may have additional criteria you want to consider when carrying out your risk assessment or it may be that you need to adjust the thresholds up or down in an impact area such as finance / cost so please treat the tables below as a starting point. Also please bear in mind that risks will change (e.g. new information becomes available; the environment changes) so you will need to review your risk assessments frequently and adjust them as necessary.

Probability					
Probability score	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Probable	Almost certain
Frequency <i>How often might it / does it happen</i>	This will probably never happen / recur	Not expected to happen / recur	Might happen or recur occasionally	Will probably happen / recur but it is not a persisting issue	Will undoubtedly happen / recur, possibly frequently
Likelihood <i>Will it happen or not over the risk timescale</i>	Less than 5% chance	Around 10% chance	Around 25% chance	Around 60% chance	Around 90% chance

Impact					
Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Health & Safety <i>Impact on the safety and wellbeing of the public and staff</i>	No ill effects.	Short-lived / minor injury or illness that may require First Aid or medication. Small number of work days lost.	Moderate injury / ill-effects requiring hospitalisation. Risk of prosecution from enforcement agencies.	Single fatality and/or long-term illness or multiple serious injuries.	Multiple fatalities and / or multiple incidences of permanent disability or ill-health.
Environment / community	No effect on local infrastructure, communities or the environment.	Superficial damage to local infrastructure (e.g. minor road) but little disruption caused.	Medium damage to local infrastructure (e.g. minor road) causing some disruption.	Key elements of local infrastructure (e.g. school, major road) damaged causing major disruption.	Extensive damage to critical elements of local infrastructure (e.g. school, hospital, trunk road) causing prolonged disruption.
Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Service interruption¹	Negligible. No impact on services.	Minor inconvenience for service users and staff. Services quickly restored.	Some client dissatisfaction but services restored before any major impacts.	Major disruption to service delivery. This could be through a single event or a series of outages.	Massive disruption to services. Recovery difficult or even impossible.
Staff	No impact on staff or service delivery.	Short-term low staffing level that temporarily reduces service quality. No impact on staff morale.	Medium-term low staffing level / insufficient experienced staff to deliver quality service. Some minor staff dissatisfaction.	Late delivery of key objective / service due to lack of experienced staff. Low staff morale.	Non-delivery of key objective / service due to lack of experienced staff. Very low staff morale.
Finance / cost² <i>Impact on relevant budget (e.g. service, project). Includes risk of claims/ fines.</i>	No or minimal financial cost. Budget risk register: £0 - £499k	Losses / costs incurred of 1-2% of budget. Budget risk register: £500 - £999k	Losses / costs incurred of 3-5% of budget. Budget risk register: £1000k - £1,499k	Losses / costs incurred of 6-10% of budget. Budget risk register: £1500k - £1999k	Losses / costs incurred of more than 10% of budget. Not covered by insurance. Budget risk register: Over £2m
Statutory duties / inspections	No or minimal impact or breach of guidance / statutory duty.	Minor breach of statutory legislation / regulation. Reduced performance rating if unresolved.	Single breach in statutory duty. Challenging external recommendations / improvement notice.	Several breaches in statutory duty. Enforcement action and improvement notices. Critical report. Low performance rating.	Multiple breaches in statutory duty. Prosecution. Complete systems / service change required. Severely critical report. Zero performance rating.
Projects / Programmes <i>(Time / Cost / Quality – for Cost impacts see 'Finance / cost' above)</i>	Little or no schedule slippage. No threat to anticipated benefits & outcomes.	Minor delays but can be brought back on schedule within this project stage. No threat to anticipated benefits & outcomes.	Slippage causes delay to delivery of key project milestone but no threat to anticipated benefits / outcomes.	Slippage causes significant delay to delivery of key project milestone(s). Major threat to achievement of benefits / outcomes.	Significant issues threaten entire project. Could lead to project being cancelled or put on hold.
Reputation <i>Adverse publicity</i>	No adverse publicity. Rumours.	Single adverse article in local media or specific professional journal that is not recirculated (e.g. through social media). Leeds City Council one of a number of agencies referred to.	A number of adverse articles in regional / social media mentioning Leeds City Council. Some recirculation via social media. Single request for senior officer / member to be interviewed on local TV or radio. Adverse reaction by Leeds residents in YEP / social media / online forums. Short-term reduction in public confidence.	Series of adverse front page / news headlines in regional or national media. Wider recirculation via social media. Sustained adverse reaction by Leeds residents in YEP / social media etc. Repeated requests for senior officer / member to be interviewed on local TV or radio. Long-term reduction in public confidence.	Sustained adverse publicity in regional media and / or national media coverage. Extensive / prolonged recirculation via social media channels. Repeated requests for Council Leader / Chief Executive to be interviewed on national TV or radio. Possible resignation of senior officers and / or elected members. Total loss of public confidence, potential government intervention.

¹ No timescales for interruptions have been given as the impact will vary from service to service and across the year. For example, a service interruption or outage of 1 day might be inconvenient for some services but critical for others. Equally, an outage of 1 day during the Christmas holidays might have no impact on many services but if this came at a particularly important time of the business cycle, it could cause significant issues. Services, particularly those deemed as 'critical' Council services, should consider their business impact analyses and business continuity plans when making this assessment.

² The budget risk register impact scores are defined by the Council's Financial Management service.

Additional notes

Probability

If you're not sure about the percentage chance of a risk happening over a given timescale and you don't have the data to assess its frequency, use the probability descriptors (i.e. 'Unlikely', 'Almost certain' etc.) to determine the most suitable score. The risk timescale – i.e. the period of time during which the risk could materialise - will vary according to the type of risk it is. For example:

- For a budget risk, it might be expected to materialise over this financial year or over the period of the Medium Term Financial Plan.
- For a project risk, it could be either over the whole of the project lifecycle or for a particular phase within the project.
- With regard to an event, the timescale will be from now until the date of the event.
- For a number of the more cross-cutting strategic risks such as those on the corporate risk register, it is likely that the risk could materialise at any time. In these instances, it would be useful to consider the frequency: e.g. has this ever happened in the past in Leeds and, if so, how often and how recently? Has anything changed to make the risk more likely to occur?

Impact

Many risks could have a range of consequences: for example, a Health & Safety breach could affect an individual as well as lead to reputational and financial damage for an organisation. It's therefore possible that you assess the risk as having an impact of '3' using the Health & Safety impact, '2' for Finance and '4' for reputation.

Although you could break the risk down into several different risks covering all these areas and then score each of them to address the varying impact scores, often this can crowd a risk register and take the focus away from the actual risk 'event': i.e. the Health & Safety incident. Where possible, it's better to have one risk and use your best judgement to give an overall single impact assessment score. In the example above, this might be a '3' if you were to average the three impact scores or '4' if you decided to go with a worst-case scenario.

Risk Rating

When you've assigned probability and impact scores to each of your risks, you can plot them on a risk map to give you the overall risk rating.

