

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			
		19/6/20	19/7/20				
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	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Ensuring effective planning and monitoring Ensuring clear governance – Leeds and West Yorkshire, Regional and National Maintaining effective public engagement and support Lockdown restrictions may need to be re-imposed following initial easing Major challenge around operating the city centre and town and district centres in line with updated social distancing requirements 	<ul style="list-style-type: none"> Overall plan in place and regular review Multi-agency governance in place and regular review Clear approach to engagement – public, political, partners, staff, trade unions Work ongoing to assist with the management of the city centre and town and district centres as more shops reopen. 	<ul style="list-style-type: none"> Continually improve clarity of governance and reporting arrangements, including detail below overall plan Evaluate engagement approach is effective Increasingly explicit shift towards recovery Best Council Plan outcomes and priorities are being reviewed and updated to reflect implications of the pandemic on the city and the council. Taking account of the lessons learned from the pandemic (local and national) Influencing national developments to help ensure they are effective

Health and Social Care		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Increased death caused by COVID-19 (includes deaths in care homes and home deaths as well as hospitals) Care Home sustainability Increased hospital admissions caused by COVID-19 Additional pressure on health and social care services Other health issues caused by inevitable focus on COVID-19 Worst affected are those most vulnerable People with non-coronavirus health issues don't report them to their GPs e.g. chest pains, mini strokes Additional outbreaks as restrictions are lifted 	<ul style="list-style-type: none"> Stabilisation and Reset Task Group established to ensure there are co-ordinated plans for the robust reset of services which drives an integrated city-wide approach. The group will need to manage the constraints collectively wherever possible and actively address the health inequality impacts of the changes / and the reductions in and loss of services. Local outbreak plan and governance arrangements in place 	<ul style="list-style-type: none"> Take strategic direction from Health and Social Care Gold to recovery scenario planning and support a stable and safe reset of the health and care system Demonstrate agility and responsiveness to the challenges of continued uncertainty during phase 2 and beyond Work together to overcome individual and shared obstacles Ensure a mutual aid approach across all organisations Ensure coherent citywide communication and messaging, accessible in multiple languages and formats encouraging appropriate care seeking behaviour by the public for both COVID-19 and non-COVID-19 conditions and ensuring continued access to emergency unplanned care for those who require it (and that the public knows and understands when they should seek care) Ensure the co-ordination of: <ul style="list-style-type: none"> Workforce; Estates; Information Governance and digital approaches; Finance and contracting; Planning; Shared learning; and Associated ICS programmes

Citizens and communities		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> School closures and impact on educational attainment and progression Risks arising from the phased reopening of schools e.g. difficulty maintaining social distancing, infection spread, Trade Union concerns not addressed. Safeguarding children from risk of significant harm (child sexual exploitation, online sex abuse) Increase in levels of domestic violence 3rd sector resilience / sustainability problems Community cohesion/tension issues related to the pandemic Extremist narratives People ignoring national lock-down and social distancing guidance Provision of emergency food struggles to meet demand as a result of reduced food supply and/or fragility of the infrastructure which relies heavily on volunteers and 3rd sector organisations Inequalities relating to COVID-19 Problems maintaining social distancing once public spaces reopen 	<ul style="list-style-type: none"> Schools providing online tuition Tracking of children and partnership working Promoting contact details for domestic violence help Active support for 3rd sector and lobbying for national support Daily intelligence report introduced and informing prioritisation of resourcing 	<ul style="list-style-type: none"> Supporting Leeds school and learning community to minimise disruption Reopening schools implementing social distancing measures. Adapting practice and process to ensure vulnerable children continue to be identified, assessed, supported and 'seen/visited' Key safeguarding stakeholders working together adapting/updating child protection plans and other measures to ensure they remain robust. Weekly Bronze meetings. Operation Encompass remains in place. This connects the police with schools to ensure better outcomes for children subject to, or witness to, domestic violence Major West Yorkshire public relations and communications initiative on domestic violence Guidance on dealing with extremist narratives circulated to key people Relevant teams proactively working together to enforce adherence to lock-down guidance and requirements Liaison with food partners to integrate and reduce duplication. Promote donations Focus on understanding inequalities impact from range of perspectives to plan accordingly

Business and economy		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Mass job losses Significant increase in business failure due to the impact of lockdown restrictions Gaps in central government interventions to support businesses leading to increased business failure, higher unemployment and a deeper recession Extended lockdown period may result in increased damage to the national and local economy, a deeper recession and an increase in poverty across Leeds Acceleration of economic trends including automation and digital transformation High numbers of people infected with the virus or self-isolating and unable to work 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 limited recovery Businesses may struggle to adopt new requirements for the workplace e.g. social distancing for customers, staff workspaces and PPE 	<ul style="list-style-type: none"> Matching people to jobs where growth Lobbying for an extension of the Job Retention Scheme beyond June and a phased withdrawal of support Efficient processing of payment of grants, ongoing engagement, support and advice Mobilise new Local Authority Discretionary Grant Fund announced on the 2nd May to support businesses unable to access current grants schemes once government guidance is received Maintain effective liaison with business, specifically representative bodies to understand impact on local economy The wider council working with education providers to ensure that there are plans in place for re-opening 	<ul style="list-style-type: none"> A clear exit plan for the lockdown is needed that can be implemented quickly, allow the economy to get moving again whilst also managing pressures on the NHS Building capability and capacity to understand how the economy will begin to recover and reshape Supporting small businesses through the allocation of discretionary fund payments With Jobshops closed, Employment and Skills has continued delivering employment support programmes with check-ins, online learning, job searches, CVs and matching to vacancies by Employment Advisors New customers, and referrals by DWP, can visit Leeds Employment Hub website for support to re-enter the labour market Promotion of current vacancies continues via the council's webpages and social media Leeds MicroBusiness Support Service support to small businesses, independents and retail sector A rapid review of the council's Inclusive Growth Strategy has been initiated. Working Group considering phased and staged working in relation to transport and workplace attendance A new Bronze Group has been formed with a strong focus in developing multi-agency responses to ensure the public can safely access services, amenities and support

Infrastructure and supplies		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Safe transport not provided when needed (e.g. key workers) Public transport struggles to cope with matching demand pressures and social distancing / face covering requirements Increased car journeys into the city due to reduced public transport Road casualties increase as a result of more cyclists and car journeys 	<ul style="list-style-type: none"> West Yorkshire Combined Authority (WYCA) engaged and providing support 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 	<ul style="list-style-type: none"> Scenario planning for removal of lockdown Encourage working from home where possible to minimise travel Continued engagement with partners Continued efforts to raise PPE issues nationally and be resourceful locally

Infrastructure and supplies		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Schemes not progressed Insufficient personal protective equipment (PPE) including face coverings Supply chain failure / key supplier ceases trading Insufficient food supplies and distribution, especially in emergency for the most vulnerable City centre car parks return to normal use by shoppers and workers impacting on key workers 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' 	<ul style="list-style-type: none"> Maintaining contact with major schemes and with key suppliers Active management of PPE supplies and compliance with the guidance Use of FareShare and promoting campaign Encourage working from home & Active Travel measures , including schemes Utilise commonplace to consult with the public about options and changes 	<ul style="list-style-type: none"> 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 To provide the conduit for an exchange of information and best practice relating to property management and social distancing issues across the city supporting the Council's programme of continuing 'Working from Home First but Better'

Organisational impact		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Problems in maintaining the delivery of critical services as the pandemic progresses Workforce pressures: staffing levels unable to fully support critical services, threats to the Health, Safety and Wellbeing of staff, Trade Union involvement Significant financial pressures (high levels of unexpected expenditure, reduced income) 	<ul style="list-style-type: none"> Ongoing assessment of business continuity plans for the council's critical services, with clear focus on H&S. Extensive activity on workforce and trade union engagement Proactive approach with meeting needs of remote working Focus on prioritising PPE Resourcing pool 	<ul style="list-style-type: none"> Identification and refresh of changing workforce resource needs to reflect prioritisation. Financial management arrangements and savings plans Staff engagement approaches and Staff Network Groups used to help maintain morale and motivation

Media and communications		
Risks and issues	Existing actions from Response and Recovery Plan	Additional actions
<ul style="list-style-type: none"> Challenge to reach some part of the population Campaigns don't drive behaviour required Problems maintaining clarity with new/revised communications with the public Reputational issues from failing to communicate properly e.g. misinformation, conflicting/confusing messages or delay in circulating key messages 	<ul style="list-style-type: none"> Extensive and coordinated approach in place Dedicated Communications staff support for each key area Communications channels established for Coronavirus Leeds.gov website used to communicate changes to council services and important public announcement re coronavirus Use of Infographics as an effective way of conveying messages to the public. 	<ul style="list-style-type: none"> Comprehensive social listening and monitoring to identify and highlight emerging issues, FAQs, inform our own communications, and help counter misinformation