

Appendix 2 - Organisational risk on delivery of statutory functions in responding to COVID-19

Likelihood is scored on a scale of 1 to 5 with 5 being high.

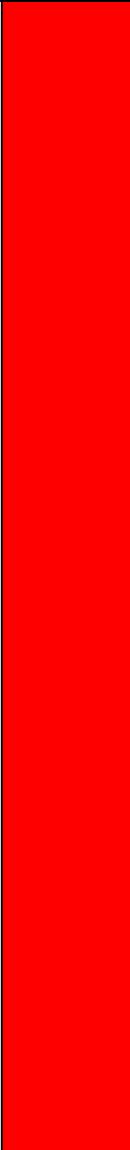
Impact is scored on a scale of 1 to 5 with 5 being high.

You then multiply the likelihood score by the impact score and arrive at a total score with the highest being 25.

Traffic light system, anything above 15 is red, 5 to 14 amber and 1 to 4 green.

Theme 1 - Children Safeguarding and Education

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
1	The lock down and Tier 3/4 restrictions has led to high stress and limited support services within family environments resulting in an increase in the likelihood of domestic violence, child abuse, neglect, exploitation, psychological distress and negative impacts on development, as well as financial hardship and housing issues which impact on basic care needs of children. Abusive parents and other adults have more	Risk of children suffering significant harm with reduced ability to respond and protect. Escalation in risk and harm leads to an increase in court applications to seek to protect those at highest risk, particularly as attempts to work with families in a formal pre-proceedings process are hampered, not least by the inability of parents to access independent legal	Likelihood 5 Impact 5	Key child protection partners to prioritise Child Protection activity. Children's services responds to those considered high risk (reds) as a priority. Manager to support oversight of higher risk cases to ensure risks are managed. Children's Service during lock down reviewed all cases where formal pre proceedings were due to start or are ongoing to	Likelihood 4 Impact 5	Director of Children's Services	20

	<p>opportunity to abuse children as the level of support and oversight is reduced, therefore abusers have more opportunity and victims have less safe space to disclose.</p>	<p>advice to support through the PLO process.</p> <p>Risk of consequent criticism in the Court arena for any delays, or inactivity.</p> <p>Hidden harm in the city means some children are at risk of harm and not heard.</p> <p>The demand means the level of support and intervention is not delivered to the standard required which creates further risk for the child, service and council.</p> <p>Greater demand for services including the need for closer contact with vulnerable people at a time when resources are stretched.</p> <p>Potential for complaints and litigation.</p>		<p>ensure that risks are monitored and assessed and responded to as appropriate.</p> <p>MASH prioritised and safeguarding messages to volunteer groups that are in the community with key signposting.</p> <p>Prioritise these children being in school, with children of key workers.</p>			
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		A loss of reputation to the Council.					
2	As young people are less engaged in community activities, or wider groups and services, there are concerns they are becoming more isolated, they are likely to spend more time on line with the consequence that they can come into contact with potential abusers / exploiters also with more time on their hands, who have a desire to try and exploit them or accessing child sexual abuse on line as they have more opportunity.	<p>Increased likelihood of child protection threats such as child sexual exploitation.</p> <p>Increased likelihood of child sexual abuse images being accessed/required putting more children at risk of harm and exploitation.</p> <p>Children have no safe space to go and no safe adults to turn to therefore abuse remains hidden and secrets maintained.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>Identify those children who are at most at risk.</p> <p>Reiterate child protection messages to most vulnerable children.</p> <p>Get messages out that children's services are available to support.</p> <p>Ensure children are seen and not just remotely – face to face in a safe space is vital.</p> <p>Children's services to respond to referrals in a timely manner.</p>	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>5</p>	Director of Children's Services	20
3	Work with expectant parents of unborn babies referred to Children's Services due to concerns relating to risk of abuse or neglect to the child once born, cannot be fully progressed, due to restrictions in social contact and the ability to progress assessments. Impacted upon by the inability of parents to access independent legal	<p>Potential increase in the number of court applications having to be made, without any pre-birth assessments being completed, due to the need to ensure new-borns are protected.</p> <p>Increase in relinquished babies.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>All outstanding pre-proceedings cases being reviewed to identify whether risks remain manageable in the community.</p> <p>Continue to try to work with expectant parents to complete necessary assessments to determine the level of risk.</p>	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>5</p>	Director of Children's Services	15

	advice to support through the PLO process.	<p>Potential increase in terminations which will leave a lasting impact on adult's mental health and wellbeing</p> <p>Fears of working with professionals due to increased impact of COVID-19.</p> <p>Increase in the use of Parent/Child assessment placements as less community assessments take place due to reduced support from partner agencies.</p>		Ensure risk assessment is completed at birth to determine if court proceedings are necessary, or whether the risk, and if so how, can be managed in the community.			
4	A reduction in both social work by the Council and the activity of other agencies plus the closure of schools resulted in there being fewer opportunities for disclosure to be made about safeguarding issues by children. It is possible that interventions that are required are not being made resulting in harm to vulnerable	<p>Children's care needs are not being met and some children have suffered, are suffering and continue to suffer abuse.</p> <p>Children may suffer distress, exposure to abuse, with long term consequences for the child's resilience, ability to learn, safety and health.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	Schools across the City have identified children they deem to be vulnerable and have put monitoring systems in place, proportional to the risk. Strategies include daily 'phone calls, door-step visits and escalation to the police and social care for safe and well checks.	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>5</p>	<p>Director of Education & Skills</p> <p>Director of Children's Services</p>	20

	<p>children. Schools closed again as a result of the national lockdown.</p> <p>Children's service has seen an increase in referrals, more demand and more complex work as situations have become known at the point of crisis, immediate harm resulting in more immediate action rather than early notification of harm where the crisis could have been prevented.</p>	<p>Children will be more likely to be suffering Adverse Childhood Experiences which can have a long-term impact including into adulthood.</p> <p>As hidden harm becomes more known the impact of this on demand, caseloads and work-related stress is high and this will impact on responding in a timely manner.</p> <p>Needs are greater in the medium and long term.</p> <p>Complaints and litigation.</p>		<p>Many children were still hidden from professional support and contact and as these children start to become known to the service, immediate safeguarding action may be needed.</p> <p>Referrals will be managed in a timely manner and children safeguarded based on the level of risks suffered/posed to them.</p>			
5	<p>If Children's Services staff are not properly equipped with the correct PPE, families may reduce their level of cooperation with care and statutory social work professionals and refuse them entry to their home resulting in</p>	<p>Social workers and other professionals are less able to have face to face contact with children. Visits are undertaken remotely or on the doorstep using social distancing.</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Identify which areas of statutory practice should be prioritised.</p> <p>PPE guidance in place and sourcing activity on going.</p>	<p>Likelihood 2</p> <p>Impact 3</p>	Director of Children's Services	6

	<p>professionals being less able to support children including identifying factors which would concern them.</p> <p>If children or families have COVID-19 diagnosis or symptoms, then staff require appropriate PPE to enter the house to take necessary safeguarding actions. Consequently, visits may need to be undertaken remotely, or on the doorstep adhering to social distancing.</p>	<p>Social workers risk assessments are less well informed.</p> <p>An increased risk of harm coming to the child.</p> <p>Potential increase in the number of court applications seeking protective orders to remove children.</p> <p>Placement availability for these children is becoming more limited, resulting in the need to use costly external placements.</p>		<p>Face coverings are now worn in public areas such as receptions and family hubs.</p>			
6	<p>Schools are not COVID-19 secure for children and staff to attend increasing the risk of transmitting Covid-19 infection within the school community and wider.</p>	<p>Increased transmission risk of COVID-19 infection</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Prior to Autumn term opening there was a strong partnership approach to ensuring that schools were COVID-19 secure. This included: risk assessments, assurance visits, stringent hygiene measures, social distancing, face coverings, ventilation, effective use of PPE,</p>	<p>Likelihood 2</p> <p>Impact 5</p>	<p>Director of Education & Skills</p>	10

				virtual meetings between teaching staff, robust Equality Impact Assessments and VERAs and strong collaboration (schools and the Local Authority – Education and Public Health and Trade Unions). This is a continuous process with robust and consistent reviews and on-going learning.			
7	Parents lack confidence in school COVID-19 arrangements and do not send their children to school and do not effectively educate their children at home.	Impacts on the development of children including academic achievement, education progression and emotional and mental health well-being.	Likelihood 4 Impact 4	In addition to the actions in risk 7, schools and the local authority (Education and Public Health) have put in place the following: Effective personalised communication about on-going approaches and processes (including where there are changes to government guidance and national context); and effective communication, assurance and effective	Likelihood 1 Impact 4	Director of Education & Skills	4

				action where children have COVID-19 symptoms and are tested positive.			
8	The face-to-face education of children is disrupted by them being not being in school due to self-isolation and not being able to benefit sufficiently in remote learning (due to variances in the school offer, digital poverty and support they can receive in the day at home).	<p>Impacts on the development of children including academic achievement, education progression and emotional and mental health well-being.</p> <p>Disadvantaged groups are likely to be disproportionately affected and the educational achievement gap will widen potentially reducing opportunities in adulthood including Further Education, Higher Education and employment.</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Robust approach to jointly agreeing which pupils have been in close contact with a positive case, rather than automatically sending home a whole class/year group.</p> <p>Schools have learnt from previous lockdowns and remote learning is more embedded (note this is more the case in secondaries compared to primaries).</p> <p>Shared learning amongst schools.</p> <p>Focused support for transition into adulthood, including skills development and</p>	<p>Likelihood 4</p> <p>Impact 4</p>	Director of Education & Skills	16

		<p>Emotional mental health and well-being: Children and young people experience heightened anxiety due to the impact of the virus; experienced loss or fear of loss; experienced a heightened level of poverty; constricted play and creativity opportunities; reduced emotional resilience and self-regulation.</p>		<p>preparation for employment. Note, digital poverty remains a significant issue.</p> <p>School based strategies are in place to monitor the emotional well-being of children and young people out of school.</p> <p>Wider agency support (education, health and social care) to ensure reach of vulnerable children.</p> <p>Virtual access to therapy services.</p> <p>Promotion of dimensions and self-help tools.</p> <p>City-wide CPD training offer for staff to secure skills to understand and support a breadth of children's anxiety including bereavement.</p>			
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				<p>Transition planning to engage children virtually and secure relationship closure (goodbye and celebration) at phase end.</p> <p>Schools to continue to focus on a recovery curriculum that has a strong emphasis on emotional health and well-being.</p> <p>Implementation of wellbeing programmes and mentoring support for vulnerable pupils</p>			
9	Challenges with the ability of schools to stay fully open or open at all, due to number of staff self-isolating.	Impacts on the development of children including academic achievement, education progression and emotional and mental health well-being.	<p>Likelihood 4</p> <p>Impact 5</p>	<p>Robust approach to jointly agreeing which pupils have been in close contact with a positive case, rather than automatically sending home a whole class/year group.</p> <p>Schools are working hard and creatively to stay open, but face challenges around</p>	<p>Likelihood 3</p> <p>Impact 5</p>	Director of Education & Skills	15

				budgets for supply teachers.			
10	The financial viability of schools is challenged as a result of additional COVID-19 expenditure (e.g. supply teaching).	If the situation continues without additional government support, financial implications for schools will impact on staffing numbers, the way schools are organised and on pupil experience.	Likelihood 4 Impact 4	Support to schools regarding school finances. Making the case to government regarding additional COVID-19 funding.	Likelihood 3 Impact 4	Director of Education & Skills	12

Theme 2 – Adult Social Care							
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
11	<p>As the pandemic continues there is likely to be an increase in demand for services. People continue to be subject to a pressurised environment and there may be relationship breakdown, domestic violence, neglect, exploitation, psychological distress with care and support arrangements coming under significant pressure.</p> <p>The ability to meet this demand could be amplified by a reducing workforce as a result of: 1) points based immigration system 2) increasing numbers of economically active people being advised to shield and 3) care seen as a 'risky' sector to work in 4) fatigue and increased absence within the workforce.</p>	<p>Increased levels of harm to people with care and support needs.</p> <p>Greater demand for care and support services when resources are stretched.</p> <p>Impacts due to increased demand on a range of support services in the city whilst they may be operating at reduced capacity.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>Reactivation of Care Act easements if required.</p> <p>Safeguarding work where those in immediate risk of harm are prioritised and safeguarding messages to volunteer groups that are in the community with key signposting.</p> <p>Use of CSAB to have an overseeing role of safeguarding risk at a system level.</p> <p>Recruitment support offer into the social care market to reduce costs of recruiting and improve levels of success.</p> <p>City Council Health and well-being offer supplemented by the Psychological Support offer via CWPT.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>4</p>	Director of Adult Services	20

12	The impact of COVID-19 has resulted in changes to how care has been delivered. Family members are being more heavily relied upon as access has become more difficult and some areas of delivery remain at reduced capacity. This will result in an increase in demand on Council services as some family care arrangements breakdown and vulnerable citizens become less able.	<p>Some vulnerable people may not have their needs met and become less able.</p> <p>Some vulnerable people may suffer physical and mental harm.</p> <p>Complaints and litigation.</p> <p>A loss of reputation for the Council.</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Those assessed as most vulnerable will be prioritised.</p> <p>Work with the third sector to increase the wider service capacity where possible whilst recognising this sector is also under pressure with limited resources.</p> <p>An enhanced carer support offer has been put in place through Heart of England Carers Trust.</p>	<p>Likelihood 5</p> <p>Impact 4</p>	Director of Adults Services	20
13	If employees of direct payment recipients must self-isolate or become ill, then the recipient may not receive the care that they require and instead they may have to access care agencies to obtain support.	<p>Continuity of care disrupted.</p> <p>Resultant impact on capacity of agencies to deliver the same or accept new referrals.</p>	<p>Likelihood 4</p> <p>Impact 4</p>	<p>The Council can arrange replacement care if required.</p> <p>Supporting PAs to access PPE and infection control training where possible.</p> <p>Supporting PAs to access lateral flow tests</p>	<p>Likelihood 4</p> <p>Impact 3</p>	Director of Adults Services	12
14	If the Council does not adequately support care homes, home support providers and housing with care/supported living there	Increased levels of physical and mental harm to people with care and support needs.	<p>Likelihood 4</p> <p>Impact</p>	Provide support to care homes in good infection control practice.	<p>Likelihood 3</p> <p>Impact</p>	Director of Adults Services	12

	<p>is a risk that there will be an avoidable increase in COVID-19 infections with subsequent impacts on residents, families, staff and the health service.</p> <p>Additional support has been provided to the sector since April 2020 totalling approximately £8m (10% of total social care spend in the provider market). This resource is only in place until 31 March 2021.</p>	<p>Increased levels of physical and mental harm to staff as they are exposed to the virus and come under increased pressure.</p> <p>Health service partners will experience greater demand for their services and become increasingly stretched.</p> <p>Complaints from service users and their families with the possibility of litigation.</p> <p>A loss of reputation for the care sector and the Council.</p> <p>Inability to meet care and support requirements for the population of the City.</p>	5	<p>Promotion of the PPE portal with Council stocks as a backup if the PPE portal is not enough.</p> <p>Promotion and support for testing whilst recognising that this is not within the control of the Council.</p> <p>Work with care homes where cases, clusters and outbreaks are identified</p> <p>Issue relevant and timely advice on visiting</p>	4		
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Theme 3 – Decision Making and Governance							
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
15	A decisive response to the COVID-19 pandemic requires that decisions are made at speed, without complete information and often subject to complex, conflicting guidance, with a consequence that they may have unintended impacts and be challenged later.	<p>Ability to consider long term impacts or alternative options is reduced.</p> <p>Access to comprehensive information and assessments is reduced.</p> <p>Decisions may be challenged after the outbreak</p> <p>An increase in complaints and litigation</p>	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>5</p>	In the event of the need for emergency decisions clear processes are in place for Member oversight and auditable robust decision-making processes.	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>4</p>	Director of Law & Governance	12
16	As the Council continues to function in the COVID-19 pandemic Officers will have to exercise their functions in a manner that is different to their normal ways of working. This may result in challenges to the ways of working, the decisions taken and claims that the Officers acted or made decisions in	<p>Difficult decisions made may have consequences of significant harm to individuals or damage to livelihoods or property.</p> <p>This places Officers and the organisation at risk of future claims and challenges.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>Auditable record of actions and reasons collated by the resilience team at strategic and tactical cells.</p> <p>Officials Indemnity insurance.</p> <p>The Council will ensure that risk assessments are up to date and will continue to reinforce</p>	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>4</p>	Director of Law & Governance	16

	a negligent or illegitimate manner.	<p>Litigation and corporate manslaughter.</p> <p>As more staff get used to living in a COVID-19 environment there is greater need to ensure that they are not complacent and continue to social distance and wear PPE.</p>		safety messages and behavioural expectations.			
17	<p>If the power given to Councils to hold decision-making meetings on-line and remotely during the COVID-19 crisis, enabled by the Remote Meetings Regulations made under the Coronavirus Act 2020 is not extended beyond 7 May 2021 the decision making of elected Members will be hindered resulting in the public having less confidence in the decisions made.</p> <p>The Secretary of State has said that that whilst accepting that the provision</p>	<p>The decision making of elected Members is hindered</p> <p>A loss of confidence in local democracy and harm to the reputation of the Council.</p> <p>Fewer members of the public engaging in meetings.</p> <p>A lack of transparency may result in the public being less willing to comply with decisions being taken</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>Lobbying on behalf of Local Government by the Local Government Association</p> <p>The Association of Democratic Services Officers and Lawyers in Local Government are seeking a declaration from the courts that the pre-existing legislation governing local authority meetings enables them to be held remotely.</p>	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>5</p>	Director of Law & Governance	15

	has been successful, he has no plans to extend the date as it requires primary legislation and there is no vehicle to do that in time for May.	Elected Members, officers and members of the public health is put at risk						
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Theme 4 – Financial implications							
No	Specific risk description		Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
18	Due to the severe financial challenges there is a risk that the Council will be unable to deliver a balanced budget at the end of the current financial year and will have to issue a Section 114 notice	<p>Intervention from national government who would take financial decisions.</p> <p>A loss of local control over what services can be supported.</p> <p>Funds could only be spent under statute to safeguard vulnerable residents or to meet existing contractual obligations.</p> <p>The Council suffers reputational damage.</p>	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>5</p>	<p>A robust budgetary control timeline is being adhered to, driven by formal reporting deadlines and specific detailed budgetary control analysis and action where required.</p> <p>Close and detailed tracking of COVID-19 related cost and income pressures to inform monthly returns to government to highlight the extent of the pressures.</p> <p>Local cost control measures to be stepped up.</p> <p>Identification of potential flexibility in one-off sources of funding including reserves to manage the position in the short term.</p>	<p>Likelihood</p> <p>1</p> <p>Impact</p> <p>5</p>	Director of Finance	5
19	In the medium term, there is a risk that the Council will not be able to balance its	Increased volatility of funding.	<p>Likelihood</p> <p>5</p>	Identify flexibility in existing budgets and undertake technical	<p>Likelihood</p> <p>3</p>	Director of Finance	15

	<p>budget because of increased pressure on all sources of funding, including from UK Government, locally raised taxes and business rates as well as commercial income, at the same time as demand for services is increasing, resulting in difficult decisions having to be made about which services to support.</p>	<p>Late announcements about funding make it difficult to plan, consult and report within required timeframes.</p> <p>Difficult decisions must be taken by senior officers and Members.</p> <p>Having to make decisions quickly and in the short term, makes it more difficult for the Council to obtain value for money.</p>	<p>Impact</p> <p>5</p>	<p>analysis to identify alternative options to alleviate budgetary pressure.</p> <p>Identify service-based savings options and support the work to produce a medium-term programme of transformation to ensure future sustainability.</p> <p>Lobby UK Government through SOLACE and the Treasurers Society</p> <p>Assist in the economic recovery of the local economy to try to safeguard local income flows.</p>	<p>Impact</p> <p>5</p>		
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Theme 5 – Staff Support and Health and Safety

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
20	As staff are required to return to work outside of the home the COVID-19 pandemic may cause increased levels of stress, anxiety and psychological distress as staff experience physical proximity to other colleagues and members of the public, particularly on public transport. This may result in higher absence rates and impact on the Council's ability to deliver services.	Staff absence rates increase. Service levels are reduced to vulnerable people.	Likelihood 5 Impact 4	The Council provides mental health support to staff through a variety of means, including; an Employee Assistance Programme which operates 24/7 and provides a range of information and practical support which assists staff. Confidential counselling and an extensive range of CBT workbooks. A new staff wellbeing handbook is available. Bespoke support to direct and indirect social care staff. Risk assessments are in place across the Council which are regularly reviewed as well as Vulnerable Employee Risk Assessment which is regularly reviewed to maintain and improve	Likelihood 4 Impact 3	Director of Human Resources	12

				<p>health and safety support and the on-going need, meet legal responsibilities and government advice and reassure employees.</p> <p>Physical health support is also in place through Kaido and workbooks.</p> <p>Specific communications campaigns also take place on a regular basis</p>			
21	<p>Levels of service demand caused by COVID-19 may continue to be high in the medium term resulting in staff having to work longer which could result in possible breaches of legislation and distress and fatigue. The risk may be exacerbated because more staff may be absent due to seasonal flu.</p>	<p>Possible breaches of Health & Safety and Working Time Regulations if normal practice is not followed.</p> <p>A detrimental impact on staff wellbeing.</p>	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>3</p>	<p>Agency/casual staff can be brought into supplement and support the workforce.</p> <p>Reduce non-essential work.</p> <p>Monitoring employees' level of work, introduction of a Flexible Working Framework to support employees working in a different way due to the pandemic</p> <p>Bespoke support to direct and indirect social care staff.</p>	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>3</p>	<p>Director of Human Resources</p>	9

				<p>Revise risk assessments review regularly.</p> <p>Health and Well-Being Surveys undertaken, and actions taken to respond to the concerns.</p>			
22	<p>As employees are encouraged to return to work outside of the home there will be an increase in demand for PPE. If demand increases, there is a possibility that the UK wide position may deteriorate impacting on Coventry. In addition, there is the risk that PPE supplied does not meet the required standards, in which case it cannot be used by staff resulting in a reduction in the workforce available.</p>	<p>Employees refuse to work outside of the home.</p> <p>Workforce reduced resulting in a reduced quality of service.</p> <p>Possible HSE investigations and Employers' Liability claims.</p> <p>Reputational damage to the Council.</p>	<p>Likelihood 4</p> <p>Impact 4</p>	<p>Compliance with Government guidelines on the use of PPE.</p> <p>PPE is checked by the Council's Trading Standards Department to ensure it meets quality standards.</p> <p>Risk assessments are shared and reviewed.</p> <p>Increase PPE supply and tracking of usage.</p> <p>Prioritise PPE to highest risk areas while still maintaining national guidance</p> <p>The management of physical space and social distancing</p> <p>Phased returns</p>	<p>Likelihood 3</p> <p>Impact 3</p>	Service Directors	9

				A targeted communications campaign to remind employees of the need to social distance, wash hands etc.			
23	In the longer term it is likely that there will be a rebalancing between working at a Council property and working from home. There is a risk that if the Council does not manage issues correctly around flexibility and DSE, then there will be an increase in staff absence resulting in a deterioration in service provision.	<p>Deterioration in the quality of service provision.</p> <p>Musculoskeletal injury to staff.</p> <p>Breaches of Health and Safety legislation.</p> <p>Employers' Liability Claims.</p>	<p>Likelihood 3</p> <p>Impact 3</p>	<p>Resources are available for employees to assist them to work safely through the Flexible Working Framework including access to equipment.</p> <p>Occupational Health/Human Resources advice hotline.</p> <p>Risk assessments to be undertaken by employees of homeworking arrangements and shared with managers.</p> <p>Information on DSE and working safely from home available on the intranet.</p>	<p>Likelihood 2</p> <p>Impact 2</p>	Director of Human Resources	4

				Health and well-being support such as 'healthy eyes' provided on a regular basis.			
24	There is a risk that a member of staff could contract COVID-19 and die or suffer a life changing deterioration in their health. The risk is higher based on certain characteristics such as age, gender and ethnicity.	Reporting under RIDDOR is required. Increased litigation. Staff may be unable to continue in their job role.	Likelihood 3 Impact 5	Clear advice in line with government guidance and use of appropriate PPE is in place. The Vulnerable Employee Risk Assessments have been completed. They include consideration of employee characteristics and the mitigation measures required. Staff suffering a change in their long-term health will be managed through the Council's human resources processes. This issue is subject to further review by the Council.	Likelihood 2 Impact 5	Service Directors	10
25	There is a risk that the death of a member of staff will impact the mental health and wellbeing of colleagues	Increased sickness absence and poor morale and productivity result in a	Likelihood 3	The Occupational Health and the Employee Assistance Programme provides a range of	Likelihood 2	Service Directors	6

	and have a detrimental effect on the Council's ability to deliver services	negative impact on service delivery	Impact 4	counselling including bereavement support. The organisation acknowledging and recognising the issue and valuing the contribution made by employees.	Impact 3		
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Theme 6 - GDPR and DPA Compliance							
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
26	There is a risk that sharing of personal and confidential information will take place in order to achieve an emergency response and the safety and wellbeing of vulnerable individuals, that does not comply with the Council's information governance procedures.	<p>Breach of the General Data Protection Regulation and Data Protection Act. Fines and a loss of reputation.</p> <p>Use of resource responding to referrals from the ICO.</p>	<p>Likelihood 3</p> <p>Impact 3</p>	<p>Personal data being shared should be recorded; stating what it is and why it is being shared, the purpose, scope, access and security measures. This will help to support the accountability principle in the absence of a data sharing agreement.</p> <p>The ICO have advised that they will take a reasonable and pragmatic approach.</p>	<p>Likelihood 1</p> <p>Impact 3</p>	Director of Law & Governance	3

Theme 7 - Support of those that are homeless or at risk of homelessness

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
27	If a full risk assessment including mental health capacity and a care act assessment has not been undertaken on all residents housed in houses of multiple occupation/hotels whether housed under homeless legislation or due to COVID-19, then co-ordinated care may not be provided in all instances such as mental health support.	Death or serious injury to persons accommodated in houses of multiple occupation/hotels including non COVID-19 related.	Likelihood 5 Impact 5	<p>COVID-19 guidance has been provided.</p> <p>All have had a review of their disclosed support needs regarding issues such as illnesses/ disabilities and substance misuse etc, which helps inform decisions around placements.</p> <p>A remote tactical COVID-19 weekly meeting, attended by services working with this cohort, enables multi-agency work to be co-ordinated.</p> <p>Face to face work is undertaken by a range of agencies in the hotels housing those most at risk. Some agencies provide remote support.</p> <p>Council rough sleeping staff are on site and hotel staff undertake a</p>	Likelihood 3 Impact 4	Director of Housing & Transformation	12

				<p>handover to Council staff each morning.</p> <p>A new Mental Health worker from Adult Social Care is now in post and provides the link to ensure all residents have the appropriate mental health assessment.</p>			
28	<p>If there is an outbreak of COVID-19 there is a risk that it will be hard to identify and contain because some will not realise that they are symptomatic and may not self-isolate, practice social distancing or assist with contact tracing and there are only five self-isolation units with no additional capacity identified.</p>	<p>Vulnerable people are at risk of COVID-19 and of spreading the infection.</p> <p>Their ability to be treated and/or self-isolated would be compromised.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>5</p>	<p>All communal areas in buildings are closed.</p> <p>All have been given COVID-19 guidance, with rough sleepers getting face to face advice.</p> <p>Hostel staff monitor individuals leaving buildings and provide advice.</p> <p>The Council currently has 2 hotels. One has Council staff based at it and staff visit the other hotel to support individuals and offer support and advice about self-isolation.</p> <p>A full list of those in each hotel is in place and the</p>	<p>Likelihood</p> <p>3</p> <p>Impact</p> <p>4</p>	<p>Director of Housing & Transformation</p>	12

				hotels confirm who has/hasn't stayed the previous evening. All residents of the hotels have been offered the COVID-19 vaccine. vaccinations will take place at the hotel on the 25 February.			
29	When the furlough scheme comes to an end, an increase in unemployment will result in the number of street homelessness going up. This will impact wellbeing, stretch Council resources and make outbreaks more difficult to control. This will be exacerbated by the end to the eviction moratorium.	Increased street homelessness will have a detrimental impact on wellbeing. Vulnerable people are at risk of COVID-19 and of spreading the infection. Their ability to be treated and/or self-isolated would be compromised.	Likelihood 5 Impact 5	Accommodation has been identified if numbers of street homeless increase. Action possible to direct and assess those who may have COVID-19 and isolate those testing positive. Maximising the internal and external support of partners to support people to remain in the accommodation. The Ministry of Housing, Communities and Local Government have committed at least the same Rough Sleeping Initiative funding for 2021-22 and	Likelihood 4 Impact 5	Director of Housing & Transformation	20

				<p>consequently the Council will maintain its current street outreach provision.</p> <p>The Council will continue to actively review resource allocation so that it can react to increases in service demand.</p>			
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Theme 8 - Public Health							
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
30	There is a risk that the Council's specialist Public Health capacity will be unable to provide the level of service demanded as the Council responds to the crisis.	Public Health will be unable to adequately lead the Council's response to living with and through COVID-19 and the prevention of harm to health.	Likelihood 5 Impact 5	Senior Public Health staff are prioritising workload to focus on COVID-19, managing their personal resilience and that of the wider team. Where possible spreading the leadership responsibilities across the wider Council leadership team.	Likelihood 3 Impact 5	Director of Health & Well-being	15
31	Should the national contact tracing service be moved to local authority ownership, then the required resources will not be available resulting in an ineffective service and reputational damage to the Council.	Greater risk of transmission of COVID-19 within the city and subsequent harm to health and the local economy. Reputational damage to the Council	Likelihood 3 Impact 5	The Council is working collaboratively across the sub region of CSW to develop models that will best fit the local need.	Likelihood 2 Impact 5	Director of Health & Well-being	10

Theme 9 – Workplaces Reopen

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
32	As lockdown gradually ends and staff return to workplaces, there is a risk that the Council will be unable to carry out its functions as the measures required to work safely might be impractical to implement.	<p>Less occupancy as social distancing is required.</p> <p>Physical changes to properties and layout.</p> <p>Staff anxiety about being near colleagues or service users.</p> <p>HSE action leading to prosecution and fines and civil litigation.</p>	<p>Likelihood 4</p> <p>Impact 5</p>	<p>Government advice and guidance on the measures required have been provided.</p> <p>COVID-19 Protection Team have carried out risk assessment of workplaces and the implementation of measures to reduce the risk of infection to create a COVID-19 secure working environment.</p> <p>Increased working from home in the medium to longer term so that occupancy is reduced.</p> <p>Staff are supported with various wellbeing resources.</p>	<p>Likelihood 1</p> <p>Impact 4</p>	Director of Property Services & Development	4

Theme 10 – Culture, Tourism and Sport

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
33	<p>If measures to contain and reduce the COVID-19 pandemic continue into the medium term the culture, sport and tourism life of the city will be impacted leaving the city less vibrant and prosperous.</p>	<p>The future impact and outcomes of the City of Culture 2021 are uncertain.</p> <p>There is a challenge in how we plan and manage for a year predicated on 2.5m visitors coming to the city.</p> <p>If people travel abroad less there is an opportunity to promote Coventry as a destination to the citizens of the region, though other destinations may receive greater support.</p> <p>Substantial investments have been made in sporting assets, underpinned by financial business plans that did not take</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>4</p>	<p>City of Culture scenario planning is ongoing with the UK Government and Coventry City of Culture Trust. The start date is now May 2021, and events must be undertaken in a COVID-19 safe way.</p> <p>The Council will consider how it can best promote the City as a safe destination in the new environment.</p> <p>Work with CV Life to agree how facilities can operate in the new socially distanced environment and understand the impact on business plans.</p> <p>All events must be approved by the Safety Advisory Group and Events Coordination Group.</p>	<p>Likelihood</p> <p>4</p> <p>Impact</p> <p>3</p>	<p>Director of Business, Investment & Culture</p>	<p>12</p>

		social distancing into consideration.						
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Theme 11 – The Economic Prosperity of the City

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
34	There is a risk that the combined impacts of COVID-19, combined with exiting the EU Single Market and Customs Union and the non-tariff trade barriers presented by the UK EU Trade & Co-operation Agreement, will have an adverse impact on businesses.	<p>Downsizing or closure of businesses.</p> <p>Redundancies leading to high long-term unemployment (including among younger employees).</p> <p>A decrease in citizens health and wellbeing.</p> <p>An increase in demand for Council services combined with a reduction in resources available to it, through a decrease in the business rates and the tax base. This will have a significant impact on the Council being able to fulfil its statutory responsibilities.</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>4</p>	<p>The Council is investing in the city. Spending is projected to be £271.8m and includes major scheme expenditure which ranges from investment in the A46 Link Road, Coventry Station Masterplan, Whitley South infrastructure, City Centre South, 2 Friargate, Secondary Schools expansion and the UK Battery Industrialisation Centre</p> <p>Collaboration with local business support partners (fronted by CWLEP Growth Hub) to develop an evidence base and lobby government on local business needs.</p> <p>Business Support Services and Programmes (CW Business Support, Green</p>	<p>Likelihood</p> <p>5</p> <p>Impact</p> <p>3</p>	Director of Business, Investment & Culture	15

				<p>Business, Innovation and Skills 4 Growth. All delivered with local business support partners).</p> <p>Grants and loans including the £10m Additional Restrictions Investment Fund grant</p> <p>Inward Investment Service.</p> <p>Supply chains and networks.</p> <p>Coventry City Council Employer Hub.</p>			
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Theme 12 – The Identification of Asymptomatic but Infectious Individuals

No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Risk Score
35	If the Council is unable to successfully deliver enough testing capacity at different sites across the city then it will be unable to identify asymptomatic individuals resulting in an increase in infection rates, ill health, mortality rates and economic damage.	<p>The chain of transmission will not be broken</p> <p>Those who need to self-isolate will not be aware that they must do so.</p> <p>There will be further outbreaks in the city.</p> <p>Those people most at risk from COVID-19 will suffer ill health and mortality rates will increase.</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Programme leads and a senior responsible officer have been appointed.</p> <p>DHSC has provided blueprints and standard materials that may be used by the Council to design and build any necessary infrastructure to be established.</p> <p>Nine sites are operational. One further site is planned (subject to demand) and a mobile unit is due to go live imminently.</p> <p>Operational management and co-ordination capacity have been identified and implemented to support with resource, quality and supplies.</p> <p>Establishing reliable ICT.</p>	<p>Likelihood 2</p> <p>Impact 5</p>	<p>Director of Housing & Transformation</p> <p>Director of Health & Well-being</p>	10

				<p>Standard Operating Procedure based on DHSC guidelines.</p> <p>Arrangements for the clinical governance of testing in place.</p> <p>Full dress rehearsals before opening.</p>			
36	<p>If the Council is unable to source and/or deploy sufficient trained staff (on an ongoing basis), it will be unable to continue to operate the testing centres resulting in a reduction in the effectiveness of the programme as members of the public are unable to be tested.</p>	<p>Unable to deliver the Council's Standard Operating Procedure.</p> <p>Additional centres cannot open.</p> <p>Insufficient testing capacity.</p> <p>Asymptomatic people continue to circulate resulting in increased infections and harm to vulnerable people.</p> <p>Testing targets missed.</p>	<p>Likelihood 5</p> <p>Impact 5</p>	<p>Further recruitment screenings to ensure that enough staff are available.</p> <p>90% of staff have been recruited from outside the Council.</p> <p>Separate advertising for LFT workers generally and Team Leaders specifically.</p> <p>DHSC provides access to an online training and assessment tool for use by staff and to provide assurance that staff have completed their training.</p>	<p>Likelihood 2</p> <p>Impact 5</p>	<p>Director of Housing & Transformation</p> <p>Director of Health & Well-being</p>	10
37	<p>If the Council is unable to obtain enough PPE it will be unable to deliver the</p>	<p>If staff are not properly protected, they may become infectious.</p>	<p>Likelihood 3</p>	<p>Recruited to new post to oversee kit requirements and storage.</p>	<p>Likelihood 2</p>	<p>Director of Housing & Transformation</p>	10

	testing service safely resulting in a drop in testing capacity.	<p>Insufficient testing capacity.</p> <p>Asymptomatic people continue to circulate resulting in increased infections and harm to vulnerable people.</p> <p>Testing targets missed.</p> <p>Reputational damage to the Council.</p>	<p>Impact</p> <p>5</p>	<p>Initial PPE requirements are sourced by the DHSC. Subsequent requirements are made by the Council or Local Resilience Forum.</p>	<p>Impact</p> <p>5</p>	<p>Director of Health & Well-being</p>	
38	If the DHSC is unable to supply enough LFD antigen testing kits or does not supply them after 31 March 2021 then the Council may be unable to deliver the required testing capacity.	<p>Insufficient testing capacity</p> <p>Asymptomatic people continue to circulate resulting in increased infections and harm to vulnerable people.</p> <p>Testing targets missed.</p>	<p>Likelihood</p> <p>2</p> <p>Impact</p> <p>5</p>	<p>There is a contractual responsibility on the DHSC to supply testing kits until 31 March 2021.</p> <p>It is required that the DHSC and Council work in a spirit of partnership.</p> <p>The Council gives daily reports on the use supplies to assist DHSC planning.</p> <p>An advance order of 48,000 test kits has arrived and the order process for additional kits</p>	<p>Likelihood</p> <p>1</p> <p>Impact</p> <p>5</p>	<p>Director of Housing & Transformation</p> <p>Director of Health & Well-being</p>	5

				(if required) is understood. Supply should be ample, however any changes to the national demand could still impact future lead times.			
39	If the Council is unable to obtain enough funding in support of testing it may have to reduce the number of centres, restrict the number of tests an individual can have or divert funding from other Council priorities.	<p>Testing capacity is reduced.</p> <p>Asymptomatic people continue to circulate resulting in increased infections and harm to vulnerable people</p>	<p>Likelihood 3</p> <p>Impact 5</p>	<p>Funding at agreed rates per test is in place until 31 March 2021.</p> <p>Government has confirmed that costs incurred reasonably and with best endeavours to keep the costs as low as possible, up to the limit of £14 x number of tests planned (less the value of goods supplied by DHSC shall be recoverable.</p> <p>The Council has worked with suppliers to understand costs.</p> <p>A finance reporting regime is in place that will enable the Council to maintain reliable, accessible and up to date accounting records with an adequate audit</p>	<p>Likelihood 2</p> <p>Impact 5</p>	<p>Director of Housing & Transformation</p> <p>Director of Health & Well-being</p>	10

				trail for all expenditure funded by grant monies.			
40	If the Council is unable to encourage target groups to participate in testing, then the programme will be ineffective resulting in asymptomatic people circulating in the community.	Asymptomatic people continue to circulate resulting in increased infections and harm to vulnerable people	<p>Likelihood 4</p> <p>Impact 5</p>	<p>There are different populations targeted for testing agreed with DHSC.</p> <p>The testing programme is being led locally by the Council to ensure that the programme focuses on the circumstances and needs of the population of the area.</p> <p>Social media posts and active community engagement to promote test sites. Leaflets/posters being distributed.</p> <p>Locations and opening hours available on the Council's website.</p> <p>Sites are accessible for the targeted populations.</p> <p>Drive through and mobile testing options.</p>	<p>Likelihood 3</p> <p>Impact 5</p>	<p>Director of Housing & Transformation</p> <p>Director of Health & Well-being</p>	15

				Minimum age requirement to access testing reduced to 2 years+ to encourage testing of younger school age children.			
41	If there is a significant change of approach to Lateral Flow Testing announced by government after 31 st March, then the operating model currently in being used may no longer be effective or fit for purpose.	This would result in delays in testing people under any new model until fully mobilised and would have financial implications for mobilisation of alternatives at short notice.	Likelihood 4 Impact 4	Scenario plans to be drawn up to ensure that the Council can flex the workforce either up (should lockdown restrictions be eased leading to a rise in demand) or fall (should changes be towards other models such as home testing). The deployment of the mobile site will ensure that the Council can test in all areas of the city. Static locations will be reviewed together with the potential to extend leases where required.	Likelihood 4 Impact 3	Director of Housing & Transformation Director of Health & Well-being	12