

COVID-19 Risk Register Version 6						
Service area: Children's Services						
No	Risk Description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
1	<p>Stress in family environments</p> <p>The pandemic has disrupted the local and wider UK economy leading to difficulties in the jobs market, inflation, and a squeeze on disposable incomes. Financial distress within families may lead to an increase in the likelihood of domestic violence, child abuse, neglect, exploitation, and psychological distress, with a negative impact on development, as well as financial hardship and housing issues which impact on the basic care needs of children.</p>	<p>Risk of children suffering significant harm with reduced ability to respond and protect.</p> <p>Escalation in risk and harm leads to an increase in court applications to seek to protect those at highest risk.</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 and not heard.</p> <p>The demand means that 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>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	<p>Key child protection partners to prioritise child protection activity.</p> <p>Managers to support oversight of higher risk cases to ensure risks are managed.</p> <p>MASH is prioritised and there are safeguarding messages to volunteer groups that are in the community, with key signposting.</p> <p>More oversight from children's services and schools.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	Director of Children's Services

		<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>A loss of reputation to the Council.</p>				
2	<p>Less engagement leading to isolation</p> <p>As young people continue to be less engaged in community activities, or wider groups and services, there are concerns that they are becoming more isolated and that they are likely to spend more time online with the consequence that they can come into contact with potential abusers / exploiters.</p>	<p>Increased likelihood of child protection threats such as child sexual exploitation.</p> <p>Increased likelihood of child sexual abuse images being accessed putting more children at risk of harm and exploitation.</p> <p>Children have less safe space to go to and no safe adults to turn to, therefore abuse remains hidden, and secrets are maintained, though this has improved as schools have returned.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>Identify those children who are 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. This happens other than if a member of their family has COVID-19 or is showing symptoms.</p> <p>Childrens Services to respond to referrals in a timely manner.</p> <p>Children are back in schools so there is more opportunity for disclosure.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Children's Services

3	<p>A reduction in social work</p> <p>There is a risk that the reduction in social work by the Council and the activity of other agencies and the increase in complexity of cases caused by the Omicron wave will result in harm to vulnerable children.</p> <p>This may result in a further increase in referrals, more demand and more complex work, as situations have become known at the point of crisis, with immediate harm resulting in more immediate action, rather than early notification of harm where the crisis could have been prevented.</p>	<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>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>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Referrals will be managed in a timely manner and children safeguarded based on the level of risks suffered/posed to them.</p> <p>The level of referrals to MASH has remained high since the end of lockdown but has eased slightly.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	<p>Director of Children's Services</p>
---	---	---	--	--	--	--

		Complaints and litigation.				
4	<p>PPE in Childrens Services</p> <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 professionals being less able to support children including identifying factors which would concern them.</p> <p>If children or families have a 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 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. Only in the case of a section 47 and immediate risk to children would the Council visit someone who has tested positive.</p> <p>Social worker’s 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</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Identify which areas of statutory practice should be prioritised.</p> <p>PPE guidance in place and sourcing activity on going.</p> <p>Face coverings are now worn in public areas such as receptions and family hubs.</p>	<p>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>2</p>	Director of Children’s Services

		use costly external placements.				
5	<p>System pressures</p> <p>There is a risk that there is an increase in staff absences due to the Omicron variant, which will result in a reduction of staffing, exasperated by a proportion of staff not being vaccinated which will have an impact on existing service demands and providing statutory services.</p>	<p>High staff absences including unvaccinated staff isolating.</p> <p>An increased risk of harm coming to the child.</p> <p>Increased pressure on remaining staff covering staff absences.</p> <p>Pressure on other service areas in the event staff are transferred to other services.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Deep cleaning of offices undertaken in accordance with the risk assessment in place for all outbreaks of COVID-19.</p> <p>Continue to undertake LFT's twice weekly.</p> <p>Continue to wear face covering walking around offices/buildings/visits.</p> <p>Continue to encourage, use of hand sanitisers etc.</p> <p>A list of experienced social workers identified to support gaps in service.</p> <p>Prioritisation of critical staff to be given access to LFT's.</p> <p>To hold a briefing for staff on vaccination safety.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	Director of Children's Services

Service Area: Education & Skills						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
6	<p>If schools are not COVID-19 secure</p> <p>If schools are not COVID-19 secure for children and staff to attend, there will be an increased risk of the transmission of COVID-19 infection within the school community, resulting in disruption to children's education, ill health, hospitalisations, and death, including in the wider community as the virus spreads.</p>	<p>Disruption to children's education.</p> <p>Increased transmission risk of COVID-19 infection within the school and back into the wider community leading to COVID-19 health issues, hospitalisations, and deaths.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>8</p>	<p>Strong partnership approach continues to be embedded. Risk assessments reviewed and amended reinforcing ongoing hand and respiratory hygiene measures and good ventilation.</p> <p>LFDs at the start of term for secondary age children and continued promotion of ongoing LFDs of all children, their families and school community.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>6</p>	<p>Chief Partnership Officer / Director of Education & Skills</p>
7	<p>Parents lack confidence</p> <p>If parents lack confidence in school COVID-19 arrangements, they may not send their children to school and not effectively educate their children at home resulting in a detrimental impact on their child's education and well-being.</p>	<p>Impacts on the development of children including academic achievement, education progression and emotional and mental health well-being.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>8</p>	<p>Attendance is statutory. Guidance continues to be made available to parents providing assurance regarding school COVID-19 arrangements and emphasising the national statutory attendance position.</p>	<p>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>4</p>	<p>Chief Partnership Officer / Director of Education & Skills</p>

8	<p>Children self-isolating</p> <p>There is a risk that the face-to-face education of children will be disrupted by them 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 the support they can receive in the day at home.</p>	<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 Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	<p>Self-isolation is no longer required for contacts of positive cases (double-vaccinated nor those under 18 years and 6 months and self-isolation time-period was reduced to 5 days (subject to 2 negative LFTs and no symptoms) from 17/1/22</p> <p>Only children who test positive for COVID-19 will need to self-isolate, minimising the risk of disruption.</p> <p>Outbreak plans are in place which will ensure proportional responses that minimise disruption to education and break the transmission chain.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>	<p>Chief Partnership Officer / Director of Education & Skills</p>
9	<p>Staff self-isolating</p> <p>If school staff must self-isolate, there is a risk that schools may not be able to stay fully open or open at all, resulting in disruption to children's education and their emotional well-being and also family life in the community.</p>	<p>Impacts on the development of children including academic achievement, education progression and emotional and mental health well-being.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>	<p>School staffing capacity is a challenge compounded by other non-COVID-19 winter illnesses.</p> <p>Other resource options (including supply staff, government initiative to bring back retired/former teachers, or other government suggestions).</p> <p>A reduction in the self-isolation time-period to 5 days (subject to 2 negative LFTs and no symptoms) from 17/1/22 may provide some mitigation.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p>	<p>Chief Partnership Officer / Director of Education & Skills</p>

			15	Lessons can go on-line, providing some benefit, but it is recognised that this is not as effective as face-to-face teaching.	12	
--	--	--	----	--	----	--

Service Area: Adult Services						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
10	<p>Safeguarding</p> <p>If the Council and its partners fail to discharge their safeguarding responsibilities then the most vulnerable citizens will not be protected and may suffer from abuse, harm, and reduced wellbeing.</p> <p>This risk has increased during the pandemic because more vulnerable people have either been advised to stay at home or chosen to spend more time at home as a personal response to rising levels of infections. The more isolated people are, whether through necessity or choice, the more the risk of lack of identification of safeguarding issues increases.</p>	<p>A vulnerable adult may experience abuse or neglect leading to significant harm or death.</p> <p>Action from regulators against responsible providers resulting in potential for provider closure.</p> <p>The reputation of the Council and its statutory partners is reduced because they have failed to safeguard or protect.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>The Coventry Adult Safeguarding Board has a workforce strategy, training plan and quality assurance scheme for training.</p> <p>Mandatory Council staff Safeguarding.</p> <p>Training for practitioners and managers.</p> <p>Regular monitoring of safeguarding activity and data to identify trends and any improvement areas.</p> <p>Audits of safeguarding activity to ensure thresholds are being appropriately applied.</p> <p>Adult Safeguarding Boards conferences and regular learning events.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	Director of Adult Services and Housing
11	<p>Infection, prevention, and control</p>	Illness and death of care home residents and other	<p>Likelihood Score</p>	Infection control training which is supported by care home nurses,	<p>Likelihood Score</p>	Director of Adult Services

	<p>If the Council does not support work to reduce the risk of COVID-19 in care homes and in other care settings, there may be an avoidable increase in illness and deaths of vulnerable people and staff.</p> <p>There is also a service continuity risk if significant levels of capacity are temporarily closed to new admissions due to ongoing outbreaks, or if services cannot deliver as required due to staffing absences as a result of self-isolation/illness.</p>	<p>vulnerable people and staff.</p> <p>Distress caused to families and staff.</p> <p>Greater pressure placed on the NHS.</p> <p>Care homes and other care settings become less financially sustainable.</p> <p>Compromises in the standards of care as services endeavour to keep things running with depleted staff.</p>	<p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>commissioning staff and public health advisors.</p> <p>PPE is provided.</p> <p>Promotion of testing and support, whilst recognising that testing is not within the control of the Council.</p> <p>Where cases are identified contact is made and IMTs take place as needed.</p> <p>Outbreak reporting is undertaken regularly to monitor the effectiveness of management.</p> <p>Care home visiting guidance produced by the Council and endorsed through Health Protection Panel.</p>	<p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p>	<p>and Housing</p>
12	<p>Application of mandatory COVID-19 vaccinations (health and care settings other than care homes)</p> <p>If high numbers of staff in Health and social care settings or professionals who are required to visit people in their own homes / accommodation-based services, are not vaccinated</p>	<p>Internally/externally provided social care services may not be able to operate due to staff shortages.</p> <p>Inability to assess care needs and care planning across operational areas, including Safeguarding and AMHP activity.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p>	<p>ASCMT will keep itself apprised of the legal situation.</p> <p>Up to date information on the level of take up of vaccinations and identification of those staff who are not vaccinated will be compiled along with a list of the job roles affected to enable targeted messaging.</p> <p>Social care provider managers and staff and any visiting professionals to be fully</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p>	<p>Director of Adult Services and Housing</p>

	<p>they will not be able to fulfil their contracts of employment.</p> <p>These staff may then be served their contractual notice and dismissed due to “Some other Substantial Reason” under employment legislation.</p>	<p>Services that support homes may be unable to provide essential services and this could lead to unsafe care/provider failure</p>	20	<p>briefed on the implications of any ruling on mandatory vaccinations.</p> <p>Myth busting information sessions, communications materials and short, simple, and clear messaging will be issued to ensure staff understand the implication of not being vaccinated and to encourage further take up of the vaccinations.</p> <p>A project team has been created and managers are working closely with HR to understand the employment legislation and possible impact for employees.</p> <p>Engagement with CQC to understand the regulatory approach to be taken to enforcement</p> <p>Engage with health partners to ensure they are compliant.</p> <p>Develop a position on unregulated services although when the health and care bill becomes an Act social care will become CQC regulated so all front line staff will be required to be vaccinated (unless the health and care act provides an exception).</p>	12	
13	<p>Workforce resilience</p> <p>The COVID-19 pandemic has made the staffing position</p>	<p>Greater workloads fall on staff that are in post.</p>	Likelihood Score 3	<p>Line managers are ensuring regular contact with staff (either face to face or remotely).</p>	Likelihood Score 2	<p>Director of Adult Services and</p>

	<p>more challenging because of the increased stresses attached to job roles at a time when there were already challenges in recruitment across both regulated and unregulated roles.</p> <p>If the Council does not maintain adequate levels of staffing, then it may not be able to meet demand for services resulting in an increase in the likelihood of harm coming to vulnerable adults.</p>	<p>Staff absences and illness increase.</p> <p>Demand for services may not be met.</p> <p>Vulnerable people's needs escalate and become worse.</p> <p>The Council suffers a loss of reputation due to a deterioration in the services it provides.</p>	<p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>This includes conversations about health and wellbeing.</p> <p>Signposting or referral to in house Occupational Therapy and Counselling and Support services.</p> <p>Workshops for staff and managers to reflect on the impact of working from home.</p> <p>Electronic newsletters with links to online health and wellbeing resources.</p> <p>Risk assessments are used to assess risks in the workplace, and these have been inclusive in terms of gender, race and health conditions.</p> <p>Regular discussion item of team agendas including ASC Let's Talk sessions.</p> <p>Work underway to ensure recruitment requirements across the internal ASC workforce are supported corporately through recruitment services.</p> <p>Overrecruit to key posts i.e. social workers and CCWs so that good candidates are secured even if this means being over establishment for a period of time.</p>	<p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>8</p>	<p>Housing</p>
--	---	--	---	--	--	----------------

Service Area: Finance						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
14	<p>Inability to deliver a balanced budget this year</p> <p>Due to 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>	<p>Intervention from UK 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 Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</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>Quarter 2 position indicates a manageable budgetary control situation.</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 Score</p> <p>1</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>5</p>	Chief Operating Officer (Section 151 Officer)
15	<p>Inability to deliver a balanced budget in the medium term</p> <p>In the medium term, there is a risk that the Council will not be able to balance its budget because of increased pressure on all sources of funding, including from UK</p>	<p>Increased volatility of funding.</p> <p>Late announcements about funding make it difficult to plan, consult and report within required timeframes.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p>	<p>Identify flexibility in existing budgets and undertake technical 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>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p>	Chief Operating Officer (Section 151 Officer)

	<p>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>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>Total Score</p> <p>20</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>Pre-Budget Report shows a manageable 2022/23 position but there are gaps in future years.</p> <p>Provisional Local Government Settlement includes one-off funding to help balance 2022/23 but the medium-term position remains subject to future review.</p>	<p>Total Score</p> <p>10</p>	
--	---	--	--	--	--	--

Service Area: Human Resources						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
16	<p>Increased absence if staff are required to work outside of the home</p> <p>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.</p>	<p>Staff absence rates increase.</p> <p>Service levels are reduced to vulnerable people.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	<p>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. Confidential counselling and an extensive range of CBT workbooks.</p> <p>A staff well-being handbook is available.</p> <p>Bespoke support to direct and indirect social care staff.</p> <p>Risk assessments are in place across the Council which are regularly reviewed as well as a Vulnerable Employee Risk Assessment which are also regularly reviewed to maintain and improve health and safety support. This meets legal responsibilities and government advice and reassures employees.</p> <p>Physical health support is also in place through Kaido and workbooks.</p> <p>Specific communication campaigns take place on a regular basis</p>	<p>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>3</p>	Director of Human Resources

				There is a health and well-being plan for the year and an investment in a dedicated HWB lead for a year to support staff and increase uptake.		
17	<p>Impact on staff due to increased service demands</p> <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 well-being.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	<p>Agency/casual staff can be brought in. This will 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>Review risk assessments regularly.</p> <p>Health and well-being surveys undertaken, and actions taken to respond to any concerns.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	Director of Human Resources
19	<p>Demand for PPE</p> <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 the city. In</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</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p>	<p>Compliance with UK 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>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>2</p>	Service Directors

	<p>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 workforce available.</p>	<p>Employers' Liability claims.</p> <p>Reputational damage to the Council.</p>	<p>Total Score</p> <p>12</p>	<p>Prioritise PPE to the highest risk areas while still maintaining national guidance.</p> <p>The management of physical space and social distancing.</p> <p>Phased returns.</p> <p>A targeted communications campaign to remind employees of the need to social distance, wash hands etc.</p>	<p>Total Score</p> <p>2</p>	
20	<p>A longer-term rebalancing of where staff work</p> <p>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>	<p>Deterioration in the quality of service provision.</p> <p>Musculoskeletal injury to staff.</p> <p>Breaches of Health and Safety legislation.</p> <p>Potential Employers' Liability Claims.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</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 is available on the intranet.</p> <p>Health and well-being support such as 'healthy eyes' provided on a regular basis.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>	Director of Human Resources
21	<p>A member of staff contracts COVID-19 and dies</p>	<p>Reporting under RIDDOR is required.</p>	<p>Likelihood Score</p>	<p>Clear advice in line with government guidance and the use of appropriate PPE is in place.</p>	<p>Likelihood Score</p>	Service Directors

	<p>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.</p>	<p>Increased litigation.</p> <p>Some staff in Adult Social Care cannot work in their job role without double vaccination from November 2021.</p>	<p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>The Vulnerable Employee Risk Assessments have been completed. They include consideration of employee characteristics and the mitigation measures required.</p> <p>Staff suffering a change in their long-term health will be managed through the Council's human resources processes.</p> <p>Processes have been agreed for ASC workers to ensure vaccination.</p> <p>Vaccine Policy agreed and introduced. This issue is subject to further review by the Council.</p>	<p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	
22	<p>The impact of the death of a staff member on colleagues</p> <p>There is a risk that the death of a member of staff will impact the mental health and well-being of colleagues and have a detrimental effect on the Council's ability to deliver services.</p>	<p>Increased sickness absence and poor morale and productivity result in a negative impact on service delivery.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>8</p>	<p>The Occupational Health and the Employee Assistance Programme provide a range of counselling including bereavement support.</p> <p>The organisation acknowledging and recognising the issue and valuing the contribution made by employees.</p> <p>Mental Health First Aid Training being provided to all managers then cascaded wider.</p>	<p>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>3</p>	Service Directors
23	<p>The impact of staff shortages on the delivery of services</p>	<p>The Council's ability to deliver statutory services to citizens is reduced.</p>	<p>Likelihood Score</p> <p>4</p>	<p>Staff are encouraged to be double vaccinated and have their booster.</p>	<p>Likelihood Score</p> <p>3</p>	Director of Human Resources

	<p>There is a risk that increased numbers of infections from the Omicron variant will result in staff being away from work because they are either ill or self-isolating, resulting in it becoming more difficult to deliver statutory services.</p>	<p>Vulnerable people do not receive the help they require resulting in them suffering harm.</p> <p>Increased litigation, claims and complaints whilst the reputation of the Council is reduced.</p>	<p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>Where possible agency and temporary staff are brought in.</p>	<p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	
--	--	---	---	--	--	--

Service Area: Housing and homelessness						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
24	<p>An increase in families in temporary accommodation and street homelessness</p> <p>When the furlough scheme comes to an end and the backlog of cases in the courts caused by the end of the eviction moratorium are worked through; there is both a risk of an increase in unemployment and an increase in the number of families in temporary accommodation, which may also lead to an increase in street homelessness.</p>	<p>Increased numbers of families in temporary accommodation and an increase in street homelessness will have a detrimental impact on the well-being of citizens.</p> <p>The ability of citizens to be treated and/or self-isolated would be compromised.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p>	<p>Additional funding has been provided by the Department of Levelling Up, Housing and Communities.</p> <p>Additional accommodation has been identified if numbers of street homeless increase.</p> <p>Maximising the internal and external support of partners to help people to remain in accommodation.</p> <p>The Department of Levelling Up, Housing & Communities have announced the process to secure Rough Sleeping Initiative funding for 2022-25. Also, short term funding has been allocated to ensure access to accommodation and vaccine roll out for rough sleepers</p> <p>The Council understands the repossession statistics and has built these into its financial forecasts. The Council will continue to actively review resource allocation so that it can react to increases in service demand.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>Director of Adult Services and Housing</p> <p>Head of Housing & Homelessness</p>

Service Area: Public Health						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
25	<p>Insufficient Public Health capacity</p> <p>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 continues to lead the response to the crisis.</p>	<p>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.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Senior Public Health staff are prioritising workload to focus on COVID-19, managing their personal resilience and that of the wider team. The Director of Public Health has recently left the Council, but a replacement has been appointed, and will start in post in March 2022.</p> <p>A Programme Manager and two Programme Officers for COVID-19 Test and Trace have been recruited. Additional Programme Assistant and Analyst roles are also being appointed.</p> <p>New PH/GP trainees are being utilised to support the COVID-19 response.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p>	Interim Director of Health & Wellbeing
26	<p>Test and Trace capacity if COVID-19 rates increase with the Omicron variant.</p> <p>There is a risk that if COVID-19 rates increase with the Omicron variant the local Test and Trace contact tracing function will not be able to deliver its commitments under the flexible joint working arrangement with the national team, and there will not be enough capacity to respond to</p>	<p>Greater risk of transmission of COVID-19 within the city and subsequent harm to health and the local economy.</p> <p>Reputational damage to the Council.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>The Council has recruited additional staff including a Team Coordinator and Team Leaders x4. 10x Welfare Callers have been appointed on fixed term contracts. All contracts have been extended up to November 2022. The team is currently recruiting some additional casual Welfare Callers to help with the rise in cases.</p> <p>The Council has strong organisational links with the national team and have been working flexibly to ensure most at risk areas are being prioritised for contact tracing (i.e., areas with lowest vaccine uptake)</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p>	Interim Director of Health & Wellbeing

	the increased demand in the city.					
27	<p>Insufficient PCR testing capacity</p> <p>There is a risk that if COVID-19 rates increase with the Omicron variant, the city will have insufficient PCR testing capacity at accessible locations if facilities must close because sites are returned to their original use, rather than being occupied for the purpose of testing. This may result in fewer people having PCR tests and infectious people circulating in the community.</p>	<p>A lack of easily accessible sites in the city.</p> <p>Fewer members of the public come forward for PCR tests.</p> <p>An increase in infectious people circulating in the community.</p> <p>An increase in COVID-19 rates leading to increased illness and hospitalisations.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>The owners of the Coventry Building Society Arena have agreed to an extension of time for the existing facility.</p> <p>The city currently has the following symptomatic PCR testing sites operational:</p> <ul style="list-style-type: none"> - Moat St Car Park - CBS Arena Car Park C - Broad St - Whitefriars Car Park <p>Throughout the pandemic, access to PCR testing in Coventry has been better than in other areas. While there were some issues with accessing tests nationally in late December 2021 and early January 2022 this was linked to lab availability. This has now largely been resolved.</p> <p>Changes in national guidance means that if asymptomatic people have a positive LFT, they no longer need to confirm the result with a PCR test, this has reduced the demand for the PCR testing.</p>	<p>Likelihood Score</p> <p>1</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>4</p>	Interim Director of Health & Wellbeing

Services area: Business, investment, and culture						
No	Specific risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
28	<p>The vibrant city</p> <p>If measures to contain and reduce the COVID-19 pandemic are stepped-up across the winter period the culture, sport and tourism life of the city will be impacted, leaving the city less vibrant and prosperous.</p>	<p>The outcomes generated from UK City of Culture 2021 are reduced and/or different to those projected.</p> <p>An ongoing challenge in how the city plans and delivers a year of culture.</p> <p>Visitors may prioritise outdoor and coastal breaks over city destinations.</p> <p>There are no mass gatherings with over 40,000 people in the next 3 months. City of Culture Trust and BBC Big weekend are mass gatherings. The former is not ticketed Whilst the latter is. There are no contingencies for the Big Weekend other than</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>City of Culture planning is ongoing, with positive dialogue with the UK Government, Coventry City of Culture Trust and key funders. Restrictions on events have reduced but a focus remains on promoting responsible COVID-19 measures to encourage confidence and engage a wider range of audiences.</p> <p>The Council is working with the Destination Management Organisation and key partners to promote key events and the city as a safe destination.</p> <p>The Event Co-ordination Group assess the impact of restrictions on events in public spaces and the Events Safety Advisory Group offers consultation for organisers with event representation based on triage. The City of Culture Trust also plans events with COVID-19 measures in mind i.e., reduction in capacity, passporting, track and trace.</p> <p>Work with CV Life will continue to review operating performance and appropriate levels of capacity in the new delivery environment. This will include ongoing work to understand the impact of capping capacity on business plans.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	Director of Business, Investment & Culture

		<p>introducing passporting for attendance.</p> <p>Restrictions allow events to happen, but the audience is less than planned for resulting in an economic impact.</p> <p>Substantial investments have been made in sporting assets, underpinned by financial business plans that did not take reduced visitor capacities into consideration.</p>				
29	<p>Adverse impacts on business</p> <p>There is a risk that the combined impacts of COVID-19, 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>	<p>Downsizing or closure of businesses, particularly as UK Government COVID-19 support measures have been reduced since Autumn 2021, the imposition of Plan B restrictions in December 2021, imposition of new customs regulations in January 2022, and need to repay COVID-19 loans</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p>	<p>The Council is investing in the city. Spending 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, completion and roll-out of the UK Battery Industrialisation Centre and the application to secure public and private investment in a Gigafactory at Coventry Airport (this has the potential to raise £2bn of investment).</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p>	<p>Director of Business, Investment & Culture</p>

		<p>which will further hinder many businesses' capacity to generate revenues and profits.</p> <p>Any subsequent redundancies could result in increases in unemployment (including among younger employees and increasingly workers aged over 60), which would then put pressure on welfare systems.</p> <p>A decrease in citizens health and well-being.</p> <p>An increase in demand for Council services combined with a reduction in resources available to it, through a decrease in business rates and the tax base. This could have a significant impact on the Council being able to fulfil its statutory responsibilities.</p>	16	<p>Collaboration with local business support partners (fronted by CWLEP Growth Hub) to develop an evidence base and lobby UK Government on local business needs.</p> <p>Business Support Services and Programmes (CW Business Support, Green Business, Innovation and Skills 4 Growth. All delivered with local business support partners).</p> <p>Grants and loans including the Additional Restrictions Grant fund, which needs to be spent by March 2022 – this includes the £1.8m top-up approved by BEIS in July 2021, after the initial £10m was fully allocated, plus the additional £432k ARG top-up announced in January 2022. The Community Renewal Fund Pilot will provide further support.</p> <p>Referral of businesses to specialist support around EU exit, including DIT's Export Academy and clinics hosted by DIT and CWLEP Growth Hub, plus wider financial support and workshops/ 1:1 support on wider international trade. These were announced in the Export Strategy published in November 2021.</p> <p>Inward Investment Service.</p> <p>Supply chains and networks.</p> <p>Coventry City Council Employer Hub.</p>	12	
--	--	---	----	---	----	--

