

Covid-19 Risk Assessment

Date 07-Oct-20

Reference	Risk Description			Risk before mitigation			Mitigation	Risk after mitigation			Direction of Travel from last
	Risk Title	Risk Description	Consequence	Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
Overall Corporate Risk Assessment											
This is an assessment of all the risks and mitigations identified below.											
Comms 01	Ineffective Communication with delivery stakeholders	Failure to communicate effectively with staff, members and stakeholders on changes made to service delivery	Reputational damage; confusion amongst stakeholders; increased demands on services stopped or changed remain prevalent; increased demand for customer contact.	4	2	8	Website updated as and when services or methods of contacting services change; Social Media press releases; information shared with local newspapers; notice in local newspaper; telephone system updated; direct contact with vulnerable customers via letter/telephone as necessary.	2	1	2	↔
Comms 02	Ineffective Communication with Customers	Failure to communicate effectively with customers on changes made to service delivery	Reputational damage; confusion amongst stakeholders; increased demands on services stopped or changed remain prevalent; increased demand for customer contact.	4	2	8	Website updated as and when services or methods of contacting services change; Social Media, press releases; information shared with local newspapers; notice in local newspaper; telephone system updated; direct contact with vulnerable customers via letter/telephone as necessary.	2	1	2	↔
Comms 03	Inaccurate communication	Inaccurate information leads to uncertainty or stress amongst staff	Incohesion, confusion, frustration amongst staff. Possible increase in absences due to ineffective communication around home working; decisions regarding home working taken by individual services; disparity of approach to at risk and other employees around social distancing; employee grievance.	4	2	8	Regular Covid-19 CAT and ELT meeting, recovery group, and CATs as needed. Staff impact disseminated and managed via ELT. Regular blogs and direct emails from CEX. Dedicated comms where required. Inet Updates	2	1	2	↔
Resourcing 01	Non-resilient leadership	Lack of resilience in key staff providing strategic and tactical leadership	Limited resources for representation at SCG level and potential for exhaustion; poor visibility of leadership to staff; difficulty of coping with largely remote staff (and not neglecting those on site), burn out over time	3	3	9	Comms in place for regular communications and sharing of workload; designated deputies for key response groups; regular staff briefing by team leaders/team managers; Guidance to managers to use other means to ensure regular contact with teams (Skype etc). Ensuring CLT / senior rota in office etc. push for people to take AL	2	2	4	↔

Resourcing 02	Insufficient staff	Lack of staff to sustain front line services either due to illness, isolation or caring	Inability for continuity of critical services resulting in service delivery failure.	4	4	16	Refreshed Business Continuity Plans in place with identification of staff critical to services/functions, whether they are at risk, have caring responsibilities and technology ready - BCP's reviewed at Council-wide level to ensure critical services continue with identified staff or whether a need to redeploy non-critical staff; revisions of critical service list weekly to reflect current situation. Reviewed in light of latest 14 day trace & trace isolation	2	3	6	↔
Resourcing 03	Insufficient financial resources	Lack of resource or knowledge or procedures for accessing resources to respond to mitigation requirements - finance	Minor and major service failure; adverse publicity; expectant litigation; government intervention; resultant death of an employee or member of the public; statutory duties not achieved;	3	4	12	CLT understanding of Finance Procedure Rules and ability for CEX to agree emergency spending; briefing of Finance team to ensure requests for resources dealt with promptly and data recorded; emergency spending data to be reported to Cabinet; treasury management designated critical service and cashflows regularly reviewed; cease large non-essential purchases if required, feed into MHCLG and receipt of grants	3	2	6	↔
Resourcing 04	Unfavourable budgetary impact	Reduced income from NNDR, Local Taxation and Rent, with increased costs through DHP and DDF for council tax and DRRS for business rates	Increase in arrears across NNDR, Council Tax, Rents and Sundry Debts; adverse impact to the Council's cash flow increasing risk for own creditor payments to not be made; consequential reduction in interest income; increased demand on arrears recovery post Covid-19 wave; increased likelihood of writing off of debts; additional pressures on council tax and business rates hardship funds requiring more NWLDC resources.	4	4	16	Suspend any plans to lend money to other authorities (now some minor short term investments permissible); monitoring of financial position; potential rebasing of budget post emergency, if required; Suspend all discretionary large scale un planned spending. Ongoing monitoring to assess if further measures required. re base reserves. Reconsider approach through budget setting process	2	4	8	↔
Resourcing 04	Supply Chain Failure	Failure of supply chain	Minor and major service failure; adverse publicity; expectant litigation; government intervention; resultant death of an employee or member of the public; statutory duties not achieved.	4	4	16	Refreshed Business Continuity Plans in place with identification of supply chain critical to services/functions and communication with contractors around business continuity. Ability to enable alternative suppliers/ad-hoc purchasing with alternative financial controls.	2	2	4	↔
Resourcing 06	Non-resilient members	Insufficient members able to attend committee meetings leading to lack of key decisions	Decisions postponed due to there not being a quorum for decisions to be made and important actions not being able to be taken.	4	4	16	Develop resilience plans with leader; increase use of technology where possible; enact new remote meeting work, be clear around delegations possible to exercise, ensure flexibility in recommendations	1	2	2	↔

Resourcing 07	Insufficient home working equipment	Lack of equipment to enable working from home to maintain BAU. Lack of appropriate desk space and desk equipment.	Staff that would otherwise be able to, are not able to work from home due to technology gaps and lack of equipment. Risk to staff health from poor posture/ lighting/ screen size etc. Risk to productivity if equipment is not suitable.	4	4	16	Refreshed Business Continuity Plans in place with identification of staff critical to services/functions, whether they are at risk, have caring responsibilities and technology ready - BCP's reviewed at Council-wide level to ensure critical services are prioritised to make use of existing technology. Requirements across the Council understood where technology not enabled. New orders in progress. DSE exercise at homes and working on how to address longer term remote running, wider agile strategy in development and deployment, procurement of necessary equipment underway	1	2	2	↔
Resourcing 08	Heightened Homeworking security risks	The rapid deployment of home working could lead to an increase in data protection and cyber security risks.	Organisation is more susceptible to fraud and data breach.	3	4	12	Maintain generic cyber security controls; Remind staff of the importance of cyber and information security; comms by Data Officer on how to keep data safe.	1	2	2	↔
Resourcing 09	IT Infrastructure	Not able to scale up and scale out our IT infrastructure to support homework and or lone worker	Limited homeworking & risks to lone workers	3	4	12	Additional licences purchased for swivel Additional licences purchased and bandwidth increased Monitoring of infrastructure and scale up as and when required, lone worker response still required	1	2	2	↔
Resourcing 10	Loss of senior staff structure	loss of all / significant posts within staff leadership eg CEO Directors CLT	limited decision making, lack leadership, inability to engage in main and recovery phases	3	4	12	social distancing in place, rota for mutual exposure,	1	3	3	↔
Resourcing 11	Waste Services	Insufficient trained waste services staff to collect domestic waste. Limited reserve staff to cover supervisor duties. Insufficient trained mechanics to provide maintenance, out of hours and repair damaged vehicles. Insufficient trained staff to cover Street Cleansing duties. Limited reserve staff to cover Depot and yard duties.	Loss of some waste collection services, loss of street cleansing services, loss of garage, loss of yard, loss of depot	4	4	16	Additional staff from different departments within the Authority trained to work on waste collections, external advert to recruit more staff and training to be provided so they also can work when required. Use of Everyone Active under a contract variation, revised approach to garage ensuring continuity. Additional staff trained to work in the yard and cover supervisor and depot manager roles. Business continuity plan refreshed with services in order of priority, all services now back in place - additional costs agreed. Issue of out break in depot mitigated as far as practical	2	3	6	↔
Response 01	Non-compliance with Health advice	Failure to comply with PHE advice leads to inconsistency and misinformation for customers	Customers in NWL suffer unnecessary disruption to services	3	3	9	Strategic CAT review and interpretation of PHE guidance; discussions with County partners.	1	2	2	↔

Response 02	Unsafe working environment	Failure to take adequate steps to maintain clean/safe working environment	Increased likelihood of staff contracting Covid-19 at work.	4	4	16	Increased cleaning services implemented with immediate effect; At risk staff identified and instructed to be at home (and work where role and technology allows); Self-Isolation requirements clearly articulated; Customer Services face to face appointments suspended; PHE advice signposting; regular staff updates via blog, articles and direct email in line with PHE advice; visiting officers mitigation	2	1	2	↔
Response 03	Ineffective advice to staff	Failure to provide effective advice to staff working on site and in homes	Incohesion, confusion, frustration amongst staff. Reduction in productivity; social distancing measures not followed during work time.	4	3	12	Regular contact with staff working on site and at home via direct email, regular contact with line manager; continuation of 1/1's via telephone/skype; blogs and PHE advice signposting; regular staff updates via blog, articles and direct email in line with PHE advice. Guidance for visiting officers issued to all staff undertaking essential face to face visits and non face to face visits.	2	1	2	↔
Response 04	Delay and non-delivery of some Council priorities	Some of the Council's work may be paused to enable resources to prioritise on the emergency - leading to delays or non-delivery of BAU/projects.	Important projects/priorities not taken forward; service objectives not met; strategic priorities not delivered; adverse publicity; reduction in motivation of staff./ inability to determine planning applications negatively impacting the economy and causing appeals against non-determination and related costs. Local plan could become out of date and control lost over new developments	4	4	16	Planning applicants to agree extensions of the time for determination and government suspending some planning regulations; closure of other programmes of work and impacts on other services . Projects impacted to date : Areon, Finance System, HiP - mainly all related to supply chain in some form or staff resource	3	2	6	↔
Response 05	Excess deaths - capacity	Insufficient trained burial staff for administration of the burials service. Insufficient space in burials ground. Insufficient staff to prepare burial plot. Insufficient action or capacity within mortuaries and funeral directors lead to burial issues	Public health risk as a result of delays to burying the deceased. Reputational risk due to sensitivity of the service, community cohesion tensions in terms of faith issues.	4	4	16	Additional training provided to increase competent staff for burials resource. NWL has sufficient burial space for 5800 plots. Business continuity. Refreshed Business Continuity Plans in place with identification of staff critical to services/functions, whether they are at risk, have caring responsibilities and technology read. Key staff represented at Excess Deaths cell organised by LLR prepared. Representation on internal task force group and internal SCG to feedback and monitor the situation as it develops. Community cohesion issues and tensions to be reported into the Community/Voluntary/Faith engagement cell.	1	2	2	↔

Response 06	Excess deaths - deliver of Charnwood's contract	Inability to deliver burials contract for Charnwood Borough Council due to lack of staff, IT, access to CBC building and/or CBC grounds maintenance contractor unable to prepare burials space.	Public health risk as a result of delays to burying the deceased. Reputational risk due to sensitivity of the service, community cohesion tensions in terms of faith issues.	4	4	16	CBC to review their business continuity plan. NWL are only required to provide staff. Additional training of staff is ongoing.	1	2	2	↔
Response 07	Lack of Rediness for removal of lockdown	ensure that NWL is ready for the cessation/reduction in lockdown and the effect on service demand, provision and premises use and or lack of clarity in guidance	Services swamped, staff return to non safe environment, political/reputational damage, safety of staff, members and public	3	3	9	Workstream kicked off to review, decision needed to not bring services back until readiness is complete, comms via channels above, ensuring gov guidance is followed	2	2	4	↔
Response 08	Local Restrictions	implimentation of local restrictions and the necessary processes	unprepared for local measures to be intriduced and inability to perform	3	3	9	documentation drawn up for implementation of IMT process. Highly context dependant, mitigation above those in other DCs	3	2	6	↔
Community 01	Adverse economic Impact to Local Businesses	Loss of business / Failure of business	Increase in unemployment; Increase in NDR arrears and calls on hardship funds and other reliefs and government support measures; Increase in Council Tax arrears and calls on hardship funds and other government support measures; Increase in need for business support advice; increase in rent arrears for council tenants affected; increase in commercial property void rate.	4	4	16	Data Capture of enquiries and information by Business Focus team to enable targeted communications. Signposting businesses to the governments website for support information. Administration of government support measures for council tax and NDR. Review of Council led reliefs and opportunity to use flexibly. discretionary scheme launched and extended . significant monitoring underway of situation. too early to truly assess	4	3	12	↔
Community 02	Community Inohesion	Increased risk of community incohesion	Civil unrest in NWL	3	4	12	Regular communications with local and national groups, including police	2	2	4	↔
Community 03	Social Isolation	Increased risk of social isolation for public and staff	Mental health decline	4	2	8	regular contact with staff most effected from managers and team leaders. General messageing via all channels re mental well being	2	2	4	↓
Community 04	Homelessness	Increased homelessness/rough sleeping as a result of economic impact	Increased demand on Housing Advice team; Increased need for emergency accommodation and budgets to cover this; Increased demand for benefits.	3	2	6	Continuity of Housing Advice service, central control and ICO/FLM rota for out of hours response; Ability to fund emergency accommodation. Evidence shows not occurring.	1	2	2	↔
Community 05	Administration of grants/reliefs	Staff shortages/staff at capacity and have difficulty in adminstering Hardship payments	Businesses and customers inmost need do not receive reliefs/payments when they need it	4	4	16	Changes to incoming call handling by Revenues and Benefits team to free up staff to focus on administartion of grants/reliefs; redeployment of NWL staff to Revenues & Benefits team to be undertaken. Creation of secondary process to enable different method for customers to make grant claims. new local discretionary scheme now in place 2 week window	2	2	4	↔
Community 06	Food Safety	Food safety - knock on impact to businesses changing operational strategies to ensure business continuity and therefore increased risk around food safety	Increase in food poisoning cases	3	2	6	comments to be provided for food inspections and takeaway premises	2	2	4	↔