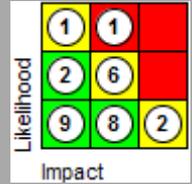


Corporate Risk Management Report



Corporate Risk Register



Risk Code	Risk Title	Current Risk Score	Trend Indicator
CRK-002	City Plan Priorities - Resources	3	
CRK-003	Cultural Change	3	
CRK-004	Development Plan	5	
CRK-005	Local Government Funding	7	
CRK-006	Investment Portfolio	5	
CRK-007	Business Rates Local Retention	4	
CRK-008	Civil Emergency	3	
CRK-011	ICT Security	5	
CRK-012	ICT Systems	6	
CRK-014	Shared Services	3	
CRK-016	Health and Safety	6	
CRK-017	Safeguarding	5	
CRK-018	*COVID-19* Asset Maintenance	3	
CRK-019	*COVID-19* Response & Recovery decision making	1	
CRK-020	*COVID-19* Well-being of workforce	2	
CRK-021	*COVID-19* Loss of income	2	
CRK-023	*COVID-19* Contractor insolvency	1	
CRK-025	*COVID-19* Return to Premises	1	
CRK-026	*COVID-19* Staff Resources	3	
CRK-027	COVID-19 Leisure Centre Operations	3	
CRK-028	*COVID-19* Test and Trace Impact on Staff Resource	1	
CRK-029	COVID-19 Loss of Grant Funding for Key Projects	1	
CRK-030	Resource implications of a local outbreak	1	
CRK-031	ICT equipment capability	5	
CRK-032	Lone working	1	

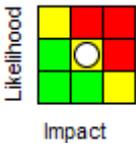
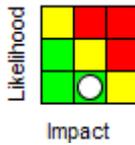
Risk Code	Risk Title	Current Risk Score	Trend Indicator
 CRK-033	*COVID-19* Financial Planning	1	
 CRK-034	*COVID-19* Management of multiple incidents	5	
 CRK-035	*Covid-19* Fire marshall & first aider presence in offices	3	
 CRK-037	*COVID 19* unable to provide appropriate PPE to staff satisfaction and H&S requirements resulting in compromised protection measures impacting on staff attendance and well-being	1	

✔ CRK-002 City Plan Priorities - Resources

Insufficient resources and skills gap to deliver City Plan Priorities.

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Unable to deliver and implement our vision, mission and City Plan with significant impact on the shape of the City, its residents and council staff. • Reputational damage with stakeholders and the public - internally and externally. • Reduced local influence as a public sector organisation and place shaper • Limited buy in from staff on Business as Usual or future work.

Latest Note

No change in assessment at this stage. The City Plan is currently fully funded without any reliance on New Homes Bonus.

However, there is an ongoing impact on income due to the Covid disruption and potentially significant increases in costs. The impact of these on reserves will be considered during budget-setting for 2022/23 and the risk level revised if necessary.

CRK-003 Cultural Change

Failure to embed the cultural change around continuous improvement and 'excellence'.

Managed By: David Sutton

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	<ul style="list-style-type: none"> • Reputation damage - internally and externally. • Reduced morale and limited buy in from staff on future programs and projects. • Declined perception of organisational management.

Latest Note

Risk remains "tolerable"

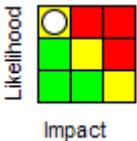
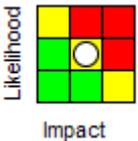
The significant transition required as a result of the Covid-19 lockdown was dealt with by staff in a very flexible and committed way. The return to the office plans are maintaining Covid security while supporting team-based approaches and continuing two way staff communication and engagement. An increased proportion of time office working over Q3 will support a strong cross-council team working culture.

CRK-004 Development Plan

An up-to-date development plan is a statutory requirement for all local planning authorities. Due to the Covid-19 emergency there is a risk that the Council will not be able to meet the statutory timetable for review. Due to Covid evidence cannot be gathered under current conditions and there is also a risk of staff sickness.

Managed By: Corin Beames; Rebecca Burridge;

Approach: Tolerate

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	<ul style="list-style-type: none"> • Reputational damage - DCLG will intervene and commission a third party to produce a plan for the City. • The City will not meet its housing or employment growth targets. • Planning permissions will be won on appeal. • Significant legal and appeal costs could be incurred.

Latest Note

Following discussions between the three local authorities in the summer of 2021, it was determined that additional time was required to prepare the SWDP Review for the Regulation 19 (Publication) stage.

In particular, further work is required relating to infrastructure and viability evidence base updates and planning for the proposed strategic locations (Parkway, Throckmorton, Rushwick, Mitton). Progress is also contingent on key information that is being provided externally, for example essential traffic modelling updates (Worcestershire County Council), other infrastructure evidence (e.g. utilities), and viability update work (external consultants).

Accordingly, the timetable (i.e. the Local Development Scheme) has been amended to reflect the required changes to the project timeframe.

The new SWDP Review timetable is as follows:

- Publication Consultation (Regulation 19) – July to August 2022
- Submission (Regulation 22) – November 2022
- Independent Examination (Regulation 24) – February 2023 - May 2023 (Timeframe is dependent upon availability and scheduling at the Planning Inspectorate).
- Receipt of Inspector's Report (Regulation 25) – August 2023 (A 'Main Modifications' consultation may be required at this stage of the plan-making process subject to the Inspector's examination findings).
- Adoption (Regulation 26) – October 2023

The revised LDS came into effect on 1st October 2021.

The SWDP Review is also still subject to the government's proposed changes to the planning system in England, which was consulted on in August 2020, with the full outcome of the consultation yet to be published. Some of the proposed changes, if brought into effect, may impact on the ability of the South Worcestershire Councils to meet this amended timetable. However, some changes have already been introduced, such as the introduction of First Homes and the National Model Design Code, changes which the South Worcestershire Councils will need to consider.

CRK-005 Local Government Funding

There is a risk of reduced government funding following the outcome of the Government's 'Fairer Funding Formula' review.

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	<ul style="list-style-type: none"> Reduced ability to deliver current service levels across the Council

Latest Note

The risk remains high as the potential impact of Covid-19 on income is significantly above £250,000 and it is not clear how long the impact is likely to last or the extent of the loss. The MTFP shows a gap in funding which needs to be addressed.

The Government's agreement to fund 75% of 95% of lost income was extended into Q1 2021/22 but there is no indication as yet whether this is to be extended further.

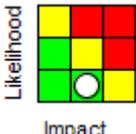
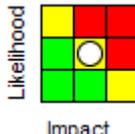
The Business Rates Review has been postponed indefinitely (although the next rates revaluation exercise will be due in 2024) and there has been no further announcements regarding the Fair Funding review. It is unclear whether the 'Lower Tier Service Grant' will be continued beyond 2021/22. Therefore a significant risk remains to the Medium Term Financial Plan.

CRK-006 Investment Portfolio

Macro-economic financial crisis that impacts on the Council's investment portfolio.

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Significant financial loss • Reputational damage nationally, with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

Risk remains at medium.

The Council is only marginally reliant on investment income and there is expected to be no significant impact on the two Development Fund purchases, as the tenants are public sector. A review of commercial property has been undertaken as part of the Asset Management Strategy and will report in due course.

The Commercial and Income Strategies have been revised in the light of the PWLB decision to prevent borrowing purely to generate income from investments and an alternative approach is needed to help close the budget gap. A 'blue sky thinking' workshop was held in September to develop ideas which will form the basis of a new income strategy.

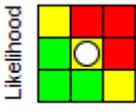
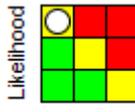
Property investment in 2021/22 onwards will be in respect of FHSF and, Towns Fund property acquisitions and development, where the business cases support these. A study into Council-led housing development has been commissioned. Housing is one of the areas exempt from the PWLB restrictions on borrowing to invest.

CRK-007 Business Rates Local Retention

Risk of large employer leaving the City

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		<ul style="list-style-type: none"> • Significant financial loss • Reputational damage nationally, with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

No revision to risk score as while there continues to be pressure on the High Street some new stores are opening (e.g. Food hall in Debenhams). Collection rates have fallen behind historical levels but this is primarily due to the increase in net debit as business start to become eligible for rates again.

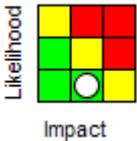
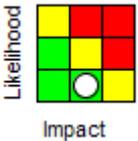
The Business Rates Pool is to be continued for 2022/23 and there remain sufficient risk reserves to mitigate any impact in the short term. Government has confirmed that businesses will not be able to treat Covid disruption as a 'material change of circumstances' and claim refunds. Appeals under the 'check-challenge-appeal' remain low compared to historic levels but some increase in provision will be prudent.

CRK-008 Civil Emergency

If we are unable to respond effectively in the event of a major civil emergency, i.e. flooding, flu pandemic

Managed By: David Sutton

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Significant financial loss • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

Business as usual arrangements are supporting an effective response to the pandemic and the level of resource deployed response has decreased with reducing frequency of multi agency and internal meetings.

An exercise was undertaken at CMT in September to consider and prepare for concurrent emergencies of flooding and a cyber attack, running alongside Covid. Learning points are being reviewed and actioned during October.

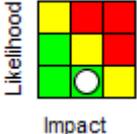
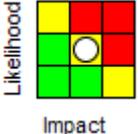
Work has been undertaken to assess and mitigate the risks of cyber attack including IT security measures, enhanced IT recovery capability and increased staff awareness and vigilance through a new training programme.

▲ CRK-011 ICT Security

If we are unable to control and secure ICT systems and data against malicious attack and unauthorised access including cyber crime.

Managed By: David Sutton; Nigel Winters

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Significant financial loss and sanctions/fines • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally.

Latest Note

Risk reduced to 'amber'. The cabinet office and NCSC have advised of a high likelihood of cyber attack against local government and have provided funding for improvements to security. An offline back-up solution has been procured which captures data every 24 hours and can be uploaded when systems are restored. This will reduce the severity of the risk as it will make it more difficult for an attack to have critical impact.

Regular phishing exercises are being undertaken by ICT service to test vulnerability due to human error. A new training programme has been introduced and targeted action is taken with those who have not acted appropriately during phishing exercises. Staff awareness of this issue has increased but further awareness raising and vigilance is required.

⚠️ CRK-012 ICT Systems

If there is not continuous availability of critical IT systems

Managed By: David Sutton; Nigel Winters

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Significant financial loss • Significant legal costs • Reputational damage with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

All systems replicated from primary data centre to secondary data centre. All critical systems should be available within 48 hours of losing primary data centre.

However, a review has identified that there is only server sufficient capacity for priority 1 systems to be restored within agreed timeframe.

The impact has therefore increased to critical.

Work is underway to procure additional server capacity

✅ CRK-014 Shared Services

If we fail to monitor/ manage where applicable all shared services which leads to a significant service failure

Managed By: David Sutton

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Significant financial loss and sanctions/fines. • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

No change - Current arrangements for shared services have established governance arrangements as reported to Policy & Resources Committee.

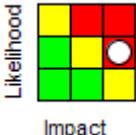
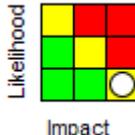
The likelihood of service failure remains low.

CRK-016 Health and Safety

Major Health and Safety incident -e.g. legionella outbreak, death/personal injury at work, or member of the public.

Managed By: Shane Flynn; Kevin Moore

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Loss of life • Criminal proceedings • Significant financial loss and sanctions/fines • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally. • Impact on service delivery.

Latest Note

No change to assessment. Public Toilets, Play Areas, Museums, Guildhall and the customer service centres continue to be risk assessed for COVID-19 safety and a variety of appropriate measures are being maintained to reduce risk to an acceptable level and protect the safety of employees and visitors.

The MAG has been cleared and reconfigured for use on a team basis from 21 June.

Further work has been undertaken to ensure safety of Refuse operatives following a positive Covid case and further policy developments are underway to enable regular testing for staff.

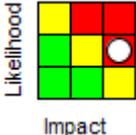
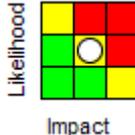
Health and Safety as a function has been brought into Governance Services to create better synergy between the Legal and Technical requirements of H&S.

CRK-017 Safeguarding

Major Safeguarding incident relating to one of the Council's services/contracts

Managed By: Nina Warrington

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	<ul style="list-style-type: none"> • Criminal proceedings • Significant financial loss and sanctions/fines • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally.

Latest Note

An invite from County has been received to attend a feedback session on the Council's section 11 feedback.

An additional Housing Solutions Officer with a focus on domestic abuse has been agreed making use of the Domestic Abuse Act New Burdens Funding.

Caseloads remain high for the 2 young persons pathway officers.

Rough Sleeper numbers are at 10. Further funding has been bid for from DLUHC to provide more supported accommodation. We are awaiting the outcome of this bid. It will be used to focus attention on this cohort remaining on the street.

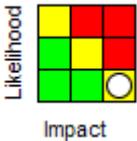
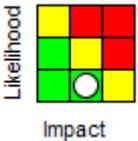
A new draft self neglect policy is currently out for consultation with a 15th October closing date. Research undertaken by the University of Worcester into Adult Exploitation has been completed and contains a number of recommendations currently being considered. In light of these and the new Domestic Abuse Act the Worcester City Safeguarding Policy is to be reviewed by the Corporate Safeguarding Group.

✔ CRK-018 *COVID-19* Asset Maintenance

If the Council fail to conduct relevant assessments and maintain owned assets and buildings this could result in building damage and risks to Health and Safety

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			<ul style="list-style-type: none"> • Criminal proceedings • Significant financial loss and sanctions/fines • Significant legal costs • Reputational damage nationally, with stakeholders and the public - internally and externally.

Latest Note

Risk remains 'Low'. A detailed assessment of building management was undertaken in 2020 which clarified responsibilities and identified any gaps which need to be filled. The MAG was cleared out in order to enable the building to be used in a secure way and the expectation is that staff will now return to offices to work for the majority of their time. 1 metre social distancing has been maintained and new ventilation equipment has been installed.

✔ CRK-019 *COVID-19* Response & Recovery decision making

Due to the impact of the emergency across the whole organisation, the prolonged period of the incident, and the wide range of sources of information, there is a risk that decisions may be made at the incorrect level or not correctly implemented following the Council's emergency response arrangements. (Risk Log ref: R0037)

Managed By: Sian Stroud

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			If decisions are not properly made or implemented correctly then there is a potential for adverse impact on resources, staff morale, and for legal challenge and reputational damage.

Latest Note

Council and Committee meetings are now being run face to face and other meetings are face to face, remote or hybrid.

This risk can now be closed as the Council is operating with full communication capability to support decision making.

✔ CRK-020 *COVID-19* Well-being of workforce

If we do not effectively manage staff mental well-being this could result in loss of morale, sickness and absence (Risk Log ref: R0045)

Managed By: Alison Darbyshire;

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			In addition to the effect on individual members of staff, adverse well-being could lead to significant staff absence and therefore a reduction in service delivery and reputational damage.

Latest Note

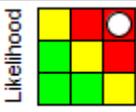
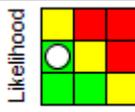
With the roll out of the vaccine and the opening up of more normal society and the opportunity to take Lateral flow tests at Council buildings, with continued focus on good hygiene etc. the likelihood of serious well being implications of the virus is diminishing.

✓ CRK-021 *COVID-19* Loss of income

Loss of income due to disruption to services and changes in customer behaviour may affect the Council's finances (Risk Log ref: R0046)

Managed By: Mark Baldwin

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			Income from services is a significant proportion of the Council's funding and therefore a substantial loss of income would reduce the Council's available expenditure budget.

Latest Note

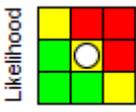
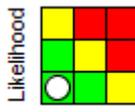
Income levels have improved markedly now that the lockdown has been lifted. However, they are yet to return to pre pandemic levels and the risk remains that they will not do so, on account of increased home based working or some businesses having ceased to trade, for example.

✓ CRK-023 *COVID-19* Contractor insolvency

Contractors may become insolvent resulting in delay or loss of services/goods (Risk Log ref: R0073)

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
			Contractor insolvency could result in a significant disruption to continuity of service and potential financial loss and reputational damage to the Council

Latest Note

- Risk remains low and can potentially be removed from the register.

The Council has followed guidance in Procurement Policy Notes issued by the Cabinet Office to maintain payments to suppliers and continues to work with individual suppliers to maintain facilities and services.

There are some supply chain issues but these do not appear to be significant enough to indicate any risks of serious concern. The main likely ongoing impact is rising costs as a result of supply problems.

CRK-025 *COVID-19* Return to Premises

There is a risk to the Council’s reputation if the return of staff and public access to buildings is not effectively planned and managed.
(Risk Log ref: R0109)

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	If return to premises is not well planned there could be potential for uncertainty for staff and customers leading to disruption to service delivery and damage to eth Council’s reputation

Latest Note

No change - risk remains low.

Detailed risk assessments and options for return to premises have been prepared by Property Services in consultation with services. Essential services have returned to operating from Council premises and arrangements are well established.

Plans are in place for a phased return to office working for the wider workforce with the expectation that staff will be in the office for the majority of their time by the end of October.

CRK-026 *COVID-19* Staff Resources

Planning and implementing the return to business as usual whilst continuing to respond to the emergency puts an unacceptable strain on staff resources

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	

Latest Note

Risk remains low and can potentially be removed from register

Concerns raised nationally about potential shortages of drivers for refuse vehicles are not applicable to Worcester because of the balance of skills and capacity in the workforce.

Staff continue to be offered regular testing opportunities to help reduce risk and concerns over wellbeing. LFT kits are available at Council offices for staff to use.

✔ CRK-027 COVID-19 Leisure Centre Operations

There is a risk to the viability of the Leisure Operator due to the continued closure and projected reduction in demand

Managed By: Lloyd Griffiths

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	

Latest Note

The Council has been in close dialogue with Freedom since March 2020 and continues to have monthly 'open book' reviews of the financial position. There is a significant risk to management fee income in 2021/22 but this will be kept under review as income levels begin to return to normal. There is no in respect of the contractor continuing to operate.

✔ CRK-028 *COVID-19* Test and Trace Impact on Staff Resource

There is a risk that self isolation of significant numbers of staff under the Test & Trace system will impact on service delivery

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		↓	

Latest Note

Risk reduced to minimal and can potentially be removed. There is no longer a requirement to self-isolate when fully vaccinated as long as testing produces negative results.

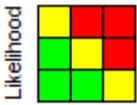
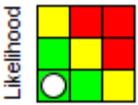
✔ CRK-029 COVID-19 Loss of Grant Funding for Key Projects

There is a risk that external funding for key projects is withdrawn and redirected to fund Covid related activity

The Arches Project, Cultural Development Fund
 Sansome Walk, redevelopment of former swimming pool site
 Future High Streets Fund
 Towns Fund Investment Plan
 Kepax Bridge

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		

Latest Note

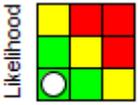
Risk reduced to minimal and can be deleted. Major programmes funding has been secured.

✔ CRK-030 Resource implications of a local outbreak

A local outbreak may occur which would place a significant demand on resources to manage as well as support the multi-agency response

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		

Latest Note

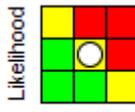
Risk reduced to minimal and can be deleted.

▲ CRK-031 ICT equipment capability

Recent infrastructure changes (corporate Wifi) combined with introduction of new devices to a large number of staff may lead to issues with functionality once staff start returning to council buildings to work.

Managed By: David Sutton

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	-	

Latest Note

All office based staff have now been issued with Windows 10 laptops.

Work is ongoing to ensure full functionality of Teams and move to cloud hosted email. This will reduce the requirements on our RDS servers considerably as access will only be required for hosted legacy systems.

Some inconsistencies remain with access to corporate WiFi and to MS Teams.

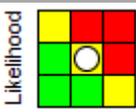
The likelihood is reducing as further work is completed but at this time remains at medium. Although fewer issues are being reported the impact remains significant.

✔ CRK-032 Lone working

Reduced staff levels may result in an increase in lone working, increasing the risk associated with this (Risk Log ref: R0011)

Managed By: Alison Darbyshire;

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	-	

Latest Note

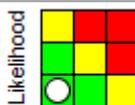
This remains a low risk and is expected to diminish further as more people come back into the offices. Business as usual in other areas.

CRK-033 *COVID-19* Financial Planning

There may be varied demand for support from a range of local businesses and organisations to enable them to stay solvent as a result of Covid outside of the Government funded scheme. Without an agreed set of criteria for providing support, the Council will be unable to respond appropriately to this rising demand.

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		

Latest Note

Risk reduced to low.

The Council has passed on substantial resources to help maintain businesses and continues to provide support through Restart grants. A decision is required in respect of the remaining balance of grant on how to provide ongoing support for the remainder of this financial year. A proposal will be brought to next P&R Committee.

CRK-034 *COVID-19* Management of multiple incidents

The council may be required to respond to other incidents (e.g.flooding) alongside responding to Covid which would increase the pressure on resources as well as impacting on the normal response procedures

Managed By: David Sutton

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	

Latest Note

The Council's internal emergency management arrangements and the multi-agency response can be applied to deal with multiple incidents. Plans have been put in place to operate rest centres and carry out community support under Covid safe conditions.

Available staff resource will continue to be kept under review and there are established procedures to escalate to the multi-agency emergency response group if necessary.

Responding to flooding and Covid, and a cyber attack, were the subject of internal emergency response exercises undertaken by CMT in November 2020, and September 2021.

The Council effectively responded to flood incidents in December 2020 and January 2021.

CRK-035 *Covid-19* Fire marshal & first aider presence in offices

Fewer numbers of staff working in offices may result in there not being sufficient fire marshal or first aid cover to meet either minimum requirements or best practice

Managed By: Kevin Moore

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	

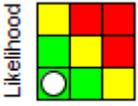
Latest Note

No change. Our Space app now identifies fire marshals and first aiders among staff who have booked desks. Rota system under consideration now that staff are expected to spend majority of working week in the office

✔ CRK-037 *COVID 19* unable to provide appropriate PPE to staff satisfaction and H&S requirements resulting in compromised protection measures impacting on staff attendance and well-being

Managed By: Sian Stroud

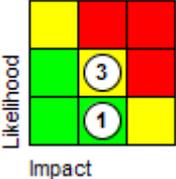
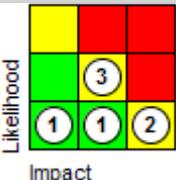
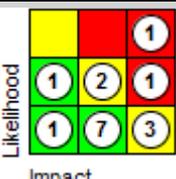
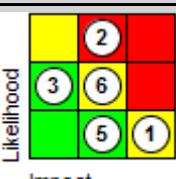
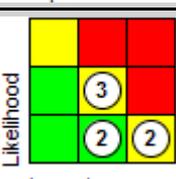
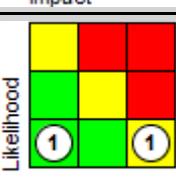
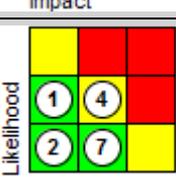
Approach:

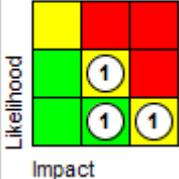
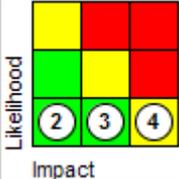
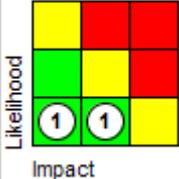
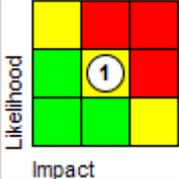
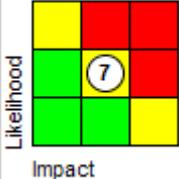
Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		

Latest Note

The Council's PPE requirements for Covid are now well understood and operational. Over the past 12 months lack of access to PPE for Covid has not materialised as a risk to the Council. Supply chains and contingency arrangements are in place

Traffic Light	
Red	2
Amber	27
Green	32

	Communications - Service Risk Register	
	Corporate Policy & Strategy - Service Risk Register	
	Community Services - Service Risk Register	
	Economic Development and Planning - Service Risk Register	
	Financial Services - Service Risk Register	
	Governance - Service Risk Register	
	Internal Audit - Service Risk Register	

✓	Museums Service Risk Register	 <p>A 3x3 risk matrix with Likelihood on the vertical axis and Impact on the horizontal axis. The top row (High Likelihood) has three red cells. The middle row (Medium Likelihood) has a green cell with a circled '1', a red cell, and a red cell. The bottom row (Low Likelihood) has a green cell, a green cell with a circled '1', and a yellow cell with a circled '1'.</p>
✓	Operations - Service Risk Register	 <p>A 3x3 risk matrix with Likelihood on the vertical axis and Impact on the horizontal axis. The top row (High Likelihood) has a yellow cell, a red cell, and a red cell. The middle row (Medium Likelihood) has a green cell, a yellow cell, and a red cell. The bottom row (Low Likelihood) has a green cell with a circled '2', a green cell with a circled '3', and a yellow cell with a circled '4'.</p>
✓	Property and Assets - Service Risk Register	 <p>A 3x3 risk matrix with Likelihood on the vertical axis and Impact on the horizontal axis. The top row (High Likelihood) has a yellow cell, a red cell, and a red cell. The middle row (Medium Likelihood) has a green cell, a yellow cell, and a red cell. The bottom row (Low Likelihood) has a green cell with a circled '1', a green cell with a circled '1', and a yellow cell.</p>
⚠	People Services - Service Risk Register	 <p>A 3x3 risk matrix with Likelihood on the vertical axis and Impact on the horizontal axis. The top row (High Likelihood) has a yellow cell, a red cell, and a red cell. The middle row (Medium Likelihood) has a green cell, a green cell with a circled '1', and a red cell. The bottom row (Low Likelihood) has a green cell, a green cell, and a yellow cell.</p>
⚠	Strategic Housing - Service Risk Register	 <p>A 3x3 risk matrix with Likelihood on the vertical axis and Impact on the horizontal axis. The top row (High Likelihood) has a yellow cell, a red cell, and a red cell. The middle row (Medium Likelihood) has a green cell, a green cell with a circled '7', and a red cell. The bottom row (Low Likelihood) has a green cell, a green cell, and a yellow cell.</p>