



Worcester
CITY COUNCIL

POLICY AND RESOURCES COMMITTEE

SUPPLEMENTARY AGENDA

Date: Tuesday, 28th July, 2020

Time: 7.00 pm

Venue: Remote Meeting

POLICY AND RESOURCES COMMITTEE

Information for Members of the Public

Information for Members of the Public

Due to the current Covid-19 pandemic Worcester City Council will be holding this meeting in accordance with the relevant legislative arrangements for remote meetings of a local authority. For more information please refer to: Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Please note that this is a public meeting, conducting remotely by videoconferencing between invited participants and live streamed for general access by audio via the Council's website.

Part I of the Agenda includes items for discussion in public. You are able to listen to a live audio stream of the meeting via the City Council website www.worcester.gov.uk/councillors-democracy. You have the right to inspect electronic copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. An explanation to the Planning Committee decisions are given at the end of Part 1 of the Agenda. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

Members of the public and press are permitted to report on the proceedings. "Reporting" in the context of this remote meeting includes making an audio recording of the live streamed audio and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings.

At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. Members of the public will be allowed to address the Committee in respect of applications to be considered by the Committee. Participation in remote meetings will extend to video and/or audio participation or written submission read aloud at the appropriate point in the meeting by the Chairman. Participants need to indicate that they wish to take part in a remote meeting by 4.30 p.m. on the last working day before the meeting by telephoning or E-Mailing the officer mentioned below. A Democratic Services Officer will then contact to advise how to participate in the remote meeting, by invitation. Requests to participate received later than this cut-off time may not be accommodated.

If a member of the public chooses to speak at a meeting of the City Council he/she will be deemed to have given their consent to being recorded and audio being published live to the Council's website. The Chairman of the meeting, can at their discretion, terminate or suspend recording, if in their opinion, continuing to do so would prejudice the proceedings of the meeting or if they consider that continued recording might infringe the rights of any individual, or breach any statutory provision.

If you have any queries about this Agenda, require any details of background papers, or wish to discuss the arrangements for public participation please contact Julian Pugh, Democratic Services Administrator, Democratic Services, Guildhall, Worcester WR1 2EY Telephone: 01905 722027 (direct line). E-Mail Address: committeeadministration@worcester.gov.uk

This agenda can be made available in large print, braille, on PC disk, tape or in a number of ethnic minority languages. Please contact the above named officer for further information.

**Policy and Resources Committee
Tuesday, 28 July 2020**

Members of the Committee:-

Chairman: Councillor Louis Stephen (G)

Vice-Chairman: Councillor Marc Bayliss (C) and Councillor Adrian Gregson (L)

Councillor Patricia Agar (LCo)

Councillor Roger Berry (LCo)

Councillor Simon Geraghty (C)

Councillor Jo Hodges (L)

Councillor Mrs. Lucy Hodgson (C)

Councillor Steve Mackay (C)

Councillor Chris Mitchell (C)

Councillor Jabba Riaz (L)

Councillor Joy Squires (L)

Councillor James Stanley (C)

C = Conservative

G = Green

L = Labour

LCo = Labour and Co-operative

LD = Liberal Democrat

AGENDA

Part 1

(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

13. **Covid-19: Decisions Under
Urgency Powers**

Page(s): 1 - 18

Ward(s): All Wards

Contact Officer: David Blake,
Managing Director
Tel: 01905
722203

Appendix 1: Decision log

Appendix 2: Risk log

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Appendix 1**Decision Log**

No.	Decision	Date of Decision
1.	Bulking Waste Collection Service recommenced on 22/05/20.	18/05/20
2.	Shielding Programme implemented to contact non-responding on Shielding List from 02/06/20.	22/05/20
3.	Remobilisation of the Car Parking Service including normal enforcement procedures from 30/05/20.	26/05/20
4.	Reopening of City Centre toilets from 15/06/20.	26/05/20
5.	Criteria and process for Covid Discretionary Business Grants Scheme.	01/06/20
6.	Reconvening of all Committee Meetings from 01/07/20.	01/06/20
7.	Appointment of City Centre Recovery Officers working alongside the BID to support City Centre reopening from 15/06/20.	01/06/20
8.	Reopening of Commandery Café for Takeaways.	02/06/20
9.	Reopening of the Guildhall to limited number of staff and Members Group Rooms from 06/07/20.	30/06/20
10.	Reopening of the Guildhall to Members of the Public, maximum of 15 at any one time and entrance via 89 High Street from 13/07/20.	30/06/20
11.	Reopening of Museum and Art Gallery and Commandery from 07/07/20.	30/06/20
12.	Reopening of the Tourist Information Centre, Wednesday – Saturday, 10.00am – 3.00pm from 08/07/20.	30/06/20
13.	Reopening of Commandery Café for seated customers on 04/7/20.	30/06/20
14.	Reopening of Play Areas from 06/07/20.	30/06/20

15.	Reconvening of wedding ceremonies at the Guildhall and Commandery up to a maximum of 30 people for each ceremony from 13/07/20.	30/06/20
16.	Approval of contract variation with LSD Promotions Limited.	06/07/20
17.	Use of Gheluveld Park by County to stage a consultation engagement event around Kepax Bridge from 24/07/20.	07/07/20
18.	Hiring of Council controlled public open spaces subject to full legal compliance including maximum of 30 people for each event.	07/07/20
19.	Reopening of the Guildhall to visitors on Saturdays 9.30am - 4.30pm and Sundays 11.00am – 3.00pm from 18/07/20.	07/07/20
20.	Opening of Housing Advice Centre at Trinity Street from 20/07/20 on appointment basis.	10/07/20
21.	Opening of Housing Advice Centre at Trinity Street from 27/07/20 for walk in customers.	10/07/20
22.	Maximum of 20 mourners to attend funeral services.	14/07/20
23.	Approval of Pavement Licences Scheme.	23/07/20
24.	Financial support to the Freedom Leisure Contract up to 31/03/21.	23/07/20

**COVID-19 Risk Management
Report**




Risk Code	Risk Title	Current Risk Score	Trend Indicator
CRK-011	*COVID-19* ICT Security	6	
CRK-018	*COVID-19* Asset Maintenance	3	
CRK-019	*COVID-19* Response & Recovery decision making	5	
CRK-020	*COVID-19* Well-being of workforce	5	
CRK-021	*COVID-19* Loss of income	5	
CRK-022	*COVID-19* Forward planning	3	
CRK-023	*COVID-19* Contractor insolvency	5	
CRK-024	*COVID-19* Mortality management	6	
CRK-025	*COVID-19* Return to Premises	2	New
CRK-026	*COVID-19* Resources	3	New
CRK-027	COVID-19 Leisure Centre Operations	5	New
CRK-028	*COVID-19* Test and Trace Impact on Staff Resource	5	New
CRK-029	COVID-19 Loss of Grant Funding for Key Projects	6	New

CRK-011 *COVID-19* ICT Security

If we are unable to control and secure ICT systems and data against 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.

Mitigating Actions	PSN ITCHC (health check) carried out by independent body
	Action plan as agreed with shared service
	Review of existing policy and adoption of revised policy
	Security engineer to focus on all aspects of ICT Security.
	Exercise to ensure response to an ICT incident is robust.

Latest Note

The likelihood of a successful significant cyber attack remains low as business as usual security measures are in place, including back up data centre. Insurance has been put in place to provide financial support for recovery if needed. The impact remains significant due to the degree of remote working and lack of availability of physical office space in place during the Covid-19 event.

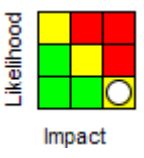
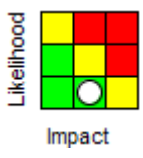
ICT shared service Management Board continues to oversee preventative actions and mitigations, and services are reviewing business continuity plans with a focus on managing a loss of network systems.

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.

Mitigating Actions	Identify and publish the Council's strategic aims regarding assets and define the approach to managing these
	To agree metrics for identifying testing regimes and monitoring progress against them



Latest Note
<p>No change in assessment. Regular reports on the condition of assets and on the status of buildings in respect of legionella, asbestos and fire safety are now received monthly by CLT and the reduction in the use of buildings due to the Covid-19 outbreak has reduced the risk of accident or contamination. Regular checks are continuing and additional security rounds have been put in place to help safeguard assets.</p> <p>Proposals for return to work will include safe working and appropriate distancing measures developed through reference to government guidance and best practice advice.</p> <p>An Asset Management strategy was presented to Policy & Resources Committee in October 2019 and an Asset Management Plan was prepared for Committee in March but not yet approved. This is being used to form the basis of a new risk-based approach to asset management and will be submitted for Committee approval in July 2020.</p>

▲ 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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	-	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.

Mitigating Actions	Standard processes put in place supported by remote working infrastructure and procedures
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Latest Note
<p>Video Conferencing is now well established for officer and Member meetings</p> <p>All Committees have been stood back up, and a Council meeting with full member and officer attendance and public participation has been successfully conducted.</p> <p>Standard decision making processes are in place.</p> <p>Regular leadership meetings are being held.</p>

▲ 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: Mark Edwards

Approach: Treat

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

Mitigating Actions	Regular two way communication and review of staff health and safety and well being
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<p>Latest Note</p> <p>Regular two-way CLT and CMT discussions have been established to provide feedback mechanisms and escalate any issues relating to staff working conditions.</p> <p>Messages advising staff on agreed approaches and highlighting sources of support have been provided initially daily and subsequently at least weekly as appropriate.</p> <p>Use of video conferencing has been extended to support internal communication.</p> <p>The Learning Lounge has been updated with a range of support badged under a 'Staying physically and mentally resilient' heading.</p> <p>Return to work risk assessments and building protocols have been shared with staff</p> <p>Guidance on workstation has been reviewed and reissued.</p> <p>Further staff training on return to work has been developed for addition to the Learning Lounge</p>

▲ 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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		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.

Mitigating Actions	Continual oversight, review and forecasting of the Council's financial position
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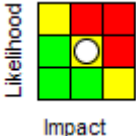

Latest Note
The loss of income continues to have a significant impact on the council's finances. However MHCLG have announced that they will fund 75% of the income lost as a result of the lockdown caused by the pandemic. This will help mitigate the impact on the council.

CRK-022 *COVID-19* Forward planning

If the current event prevents effective forward planning, the Council may not be able to effectively manage the organisation over the coming months and years (Risk Log ref: R0054)

Managed By: Shane Flynn

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	<p>Inadequate forward planning would put the Council at risk of making decisions that are not appropriately evidenced or well researched and considered</p> <p>Delays in planning and decision making may also result in delays to progress on key projects</p>

Mitigating Actions	Standard planning procedures are now in place
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Latest Note
<p>Following a focus on emergency response in the first weeks of the Covid-19 event, all corporate planning structures have now resumed.</p> <p>Corporate Leadership and Management teams are running Covid specific and business as usual meetings to ensure a focus on forward planning.</p> <p>Member Committees have been scheduled, several Planning Committees have been successfully conducted over video conferencing, and Council and other committees followed during May and June.</p> <p>The effectiveness of remote working and the availability of staff and members means that this risk is assessed as low likelihood, and significant impact.</p>

▲ 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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		Contractor insolvency could result in a significant disruption to continuity of service and potential financial loss and reputational damage to the Council

Mitigating Actions	Regular liaison with contractors
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Latest Note

The risk is deemed medium while the current exceptional circumstances are in place but may increase if the impact of the Covid-19 disruption is prolonged, particularly in terms of economic recession.

The Council has followed guidance in Procurement Policy Notes issued by the Cabinet Office to maintain payments to suppliers and is working with individual suppliers, such as Freedom Leisure, Worcester Racecourse, Worcester Community Trust and Worcester BID to maintain facilities and services during the lockdown.

A protocol was established on 29th April covering arrangements to support contractors by enabling them to work on Council sites and projects where this is deemed to be:


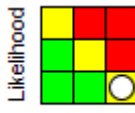
- Safe
- Proportionate
- Lawful
- Informed by evidence
- Consistent
- Transparent

▲ CRK-024 *COVID-19* Mortality management

If the increase in death rate exceeds the rate of funerals then the requirement for mortuary facilities within Worcestershire will increase and may be exceeded. This risk is shared across the Worcestershire Local Authorities.
(Risk Log ref: R0103)

Managed By: David Blake

Approach: Treat

Original Risk Score	Current Risk Score	Trend Indicator	Risk Consequence
		-	Insufficient capacity for body storage would require emergency measures that could be viewed as inappropriate and insensitive

Mitigating Actions	Risk closed although this issue continues to be monitored at a county wide level by the multi-agency group.
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Latest Note
Agreed at CLT on 14/07 that as the position is stable there is no further additional mitigation required and that the risk can be deactivated

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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		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

Mitigating Actions	
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Latest Note
<p>Detailed risk assessments and options for return to premises have been prepared by Property Services in consultation with services.</p> <p>These are considered by CLT for decision on a case by case basis following Government announcements regarding the lifting of lockdown restrictions.</p> <p>Trade Union consultation is undertaken for each workplace</p>

CRK-026 *COVID-19* 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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	New risk	Should resources be overstretched there could be a negative impact on service delivery and staff well being

Mitigating Actions	Continual review of and prioritisation of resourcing within service areas Deployment of additional resources subject to standard decision making procedures
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Latest Note
Risk has been considered at CMT and CLT level.
Directors engaging with Heads of Service to consider within each service area
CLT will consider requirement for additional resource on a case by case basis

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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	New risk	Service disruption during procurement or set up of in house delivery of alternative management arrangements

Mitigating Actions	Continual review and engagement with contractor.
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Latest Note
The Council has been in close dialogue with Freedom since March, and has reached an agreement to support Freedom to open Perdiswell leisure centre on 25 th July and Nunnery Wood and St Johns on 1 st August. Dialogue will be maintained with Freedom on a regular basis to monitor how demand is returning to the centres with the aim of returning to pre covid-19 levels by April 2021.

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
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>		

Mitigating Actions	
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Latest Note

Arrangements for ensuring that alternative resources can be deployed if necessary have been effective to date. However the degree of risk, and potential impact, a secondary increase in infections and self-isolations is not yet known. This risk increases as the track and trace system is introduced.

Engagement in multi agency response will enable the Council to be as well informed as possible, while existing business continuity plans address loss of staff resource. The staff availability monitoring process has been well tested during first phase and can be introduced to inform decision making if required for any secondary local outbreak.

Return to premises plans will consider the extent to which the need for staff to interact physically can be reduced, while the use of rota systems will reduce the risk of whole work groups being affected.

First Care has adapted the system to isolate sickness records for those identified to support tracking of those with a positive test for Covid.



▲ 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>		

Mitigating Actions	
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Latest Note

The degree of risk is critical to the individual project rather than to the Council as a whole, although meeting a funding gap that arises once the project is committed may be within the 'critical' risk criteria. The likelihood of funding being withdrawn once the project has commenced is relatively low, although significant costs may have been incurred preparing funding bids.

To mitigate this risk each individual project should have:

- an agreed project plan with time contingencies should unforeseen events occur as part of a robust project governance framework
- A funding contingency built into the project budget
- binding commitments from funding partners at the outset of the project
- Identified alternative sources of funds (including Council reserves) to partially, at least, mitigate the loss of Government/Partner funding.

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