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| 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"> <li>• Significant financial loss and sanctions/fines</li> <li>• Significant legal costs</li> <li>• Reputational damage nationally, with stakeholders and the public - internally and externally.</li> </ul> |

|                           |                                                            |
|---------------------------|------------------------------------------------------------|
| <b>Mitigating Actions</b> | 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"> <li>• Criminal proceedings</li> <li>• Significant financial loss and sanctions/fines</li> <li>• Significant legal costs</li> <li>• Reputational damage nationally, with stakeholders and the public - internally and externally.</li> </ul> |

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| <b>Mitigating Actions</b> | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <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 &amp; 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. |

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| <b>Mitigating Actions</b> | Standard processes put in place supported by remote working infrastructure and procedures |
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| <b>Latest Note</b>                                                                                                                                                                                                                                                                                                                                                  |
| <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                                                                                                                                                                            |
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|  |  | -               | 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. |

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| <b>Mitigating Actions</b> | Regular two way communication and review of staff health and safety and well being |
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| <p><b>Latest Note</b></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> |
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**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. |

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|---------------------------|---------------------------------------------------------------------------------|
| <b>Mitigating Actions</b> | Continual oversight, review and forecasting of the Council's financial position |
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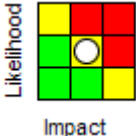

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| <b>Latest Note</b>                                                                                                                                                                                                                                                  |
| 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> |

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| <b>Mitigating Actions</b> | Standard planning procedures are now in place |
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| <b>Latest Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <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                                                                                                                                            |
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|  <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 |

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| <b>Mitigating Actions</b> | Regular liaison with contractors |
|---------------------------|----------------------------------|

**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


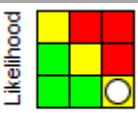


**CRK-024 \*COVID-19\* Mortality management**

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                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------|
|  <p>Likelihood</p> <p>Impact</p> |  <p>Likelihood</p> <p>Impact</p> | -               | Insufficient capacity for body storage would require emergency measures that could be viewed as inappropriate and insensitive |

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| <b>Mitigating Actions</b> | Risk closed although this issue continues to be monitored at a county wide level by the multi-agency group. |
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| <b>Latest Note</b>                                                                                                                            |
| 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 |

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| <b>Mitigating Actions</b> |  |
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| <b>Latest Note</b>                                                                                                                                                                                                                                                                                                                                                     |
| <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                                                                                            |
|---------------------|--------------------|-----------------|-------------------------------------------------------------------------------------------------------------|
|                     |                    | New risk        | Should resources be overstretched there could be a negative impact on service delivery and staff well being |

|                           |                                                                                                                                                                |
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| <b>Mitigating Actions</b> | Continual review of and prioritisation of resourcing within service areas<br>Deployment of additional resources subject to standard decision making procedures |
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| <b>Latest Note</b>                                                            |
| 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 |

|                           |                                                  |
|---------------------------|--------------------------------------------------|
| <b>Mitigating Actions</b> | Continual review and engagement with contractor. |
|---------------------------|--------------------------------------------------|


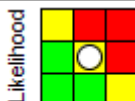
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| <b>Latest Note</b>                                                                                                                                                                                                                                                                                                                                                                                                 |
| 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 <sup>th</sup> July and Nunnery Wood and St Johns on 1 <sup>st</sup> 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> |                 |                  |

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| <b>Mitigating Actions</b> |  |
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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> |                 |                  |

|                           |  |
|---------------------------|--|
| <b>Mitigating Actions</b> |  |
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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.

