

## London Borough of Enfield

### General Purposes Committee

23 July 2020

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**Subject:** COVID-19 Risk Register

**Cabinet Member:** N/A

**Key Decision:** N/A

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### Executive Summary

This report presents the COVID-19 Risk Register – refer to Appendix A – for information and comment.

23 risks have been identified by the Council's Silver and COVID Recovery Working groups. The COVID Recovery Working Group is a time limited, task focused group, established to assist the local authority in preparing for the medium-term impacts of the coronavirus.

### Proposal

The General Purposes Committee are requested to note and provide comment on the risks recorded in the COVID-19 Risk Register.

### Reason for Proposal

The Council's Risk Management Strategy allows for the regular review of the risks which the Council faces.

In accordance with the Strategy, the General Purposes Committee is responsible for monitoring the effective development and operation of risk management in the Council to ensure compliance with the Strategy.

23 risks have been identified by the Council's Silver and COVID Recovery Working groups. The COVID Recovery Working Group is a time limited, task focused group, established to assist the local authority in preparing for the medium-term impacts of the coronavirus. Therefore, the COVID-19 Risk Register (Appendix A) is presented to the Committee for review and comment.

**Ian Davis**  
**Chief Executive**

## London Borough of Enfield

### General Purposes Committee

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**Key Decision:** N/A

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### Purpose of Report

1.1 This report presents the COVID-19 Risk Register – refer to Appendix A – for information and comment.

1.2 23 risks have been identified by the Council's Silver and COVID Recovery Working groups. The COVID Recovery Working Group is a time limited, task focused group, established to assist the local authority in preparing for the medium-term impacts of the coronavirus.

### Relevance to the Council's Corporate Plan

#### 2.1 Good Homes in Well-Connected Neighbourhoods

An effective Risk Management strategy helps to provide assurance over any risks that might adversely affect the delivery of good homes in well-connected neighbourhoods.

#### 2.2 Safe, Healthy and Confident Communities

An effective Risk Management strategy will help the Council achieve its objectives to sustain safe, healthy and confident communities.

#### 2.3 An Economy that Works for Everyone

An effective Risk Management strategy will help the Council achieve its objectives in building a local economy that works for everyone.

### Background

3.1. The Council's Risk Management Strategy allows for the regular review of the risks which the Council faces.

- 3.2. In accordance with the Strategy, the General Purposes Committee is responsible for monitoring the effective development and operation of risk management in the Council to ensure compliance with the Strategy.
- 3.3. 23 risks have been identified by the Council's Silver and COVID Recovery Working groups. The COVID Recovery Working Group is a time limited, task focused group, established to assist the local authority in preparing for the medium-term impacts of the coronavirus. Therefore, the COVID-19 Risk Register (Appendix A) is presented to the Committee for review and comment.
- 3.4. The nature of the risks on the COVID-19 Risk Register means responsibility and ownership overlap with various departments within the Council. For simplicity, each risk has been allocated a lead department, however this does not absolve other Departments from responsibility. The COVID-19 risks have also been mapped to show their relationship to risks on the Corporate Risk Register.
- 3.5. The Risk Management Team continues to provide oversight, challenge and advice to departments regarding effective risk mitigation and governance.

### **Main Considerations for the Council**

- 4.1. All large, complex organisations need a well-established and systematic risk framework in place to identify and mitigate the many risks it may face. The Corporate Risk Register is a fundamental element to the Council's overall Risk Management Strategy.
- 4.2 The Council's Risk Management Strategy requires the review of strategic risks by the General Purposes Committee.

### **Safeguarding Implications**

5. There are no specific safeguarding implications related to this report.

### **Public Health Implications**

6. There are no specific public health implications related to this report.

### **Equalities Impact of the Proposal**

7. There are no specific equalities implications related to this report.

### **Environmental and Climate Change Considerations**

8. There are no specific environmental and climate change implications related to this report.

### **Risks that may arise if the proposed decision and related work is not taken**

9. If the COVID-19 Risk Register is not adequately reviewed and scrutinised, risks and their mitigations may not be appropriately addressed leading to reputational, financial and legal damages including risks to life and safety of employees and residents.

### **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

10. N/A

### **Financial Implications**

11. There are no specific financial implications related to this report.

### **Legal Implications**

12. There are no specific legal implications related to this report.

### **Workforce Implications**

13. There are no specific workforce implications related to this report.

### **Property Implications**

14. There are no specific property implications related to this report.

### **Other Implications**

15. N/A

### **Options Considered**

16. Managing the risks from the COVID-19 pandemic is fundamental, therefore no alternative options have been considered.

### **Conclusions**

17. The General Purposes Committee is requested to note and provide comment on the risks recorded in the COVID-19 Risk Register.

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Date of report 14 July 2020

## **Appendices**

Appendix A: COVID-19 Risk Register

## **Background Papers**

N/A

## APPENDIX A

### COVID-19 Risk Register

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
<p><b>CO1 – Staff and Visitor Safety</b></p> <p>Health and safety of staff and visitors working or visiting Council offices is affected by inadequate physical distancing and cleaning practices causing illness.</p>	<p><b>CR10 Health and Safety</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- Managers reporting any cases or suspected cases among staff to the Public Health team</li> <li>- Introduction of physical distancing for staff and visitors while in the Council buildings</li> <li>- Risk Assessments carried out for all Corporate buildings.</li> <li>- Regular updates provided to staff.</li> <li>- PPE available</li> <li>- Staff working from home where compatible with their role</li> <li>- Services who previously didn't have technological ability to work remotely can now do so</li> <li>- Managers reporting any cases or suspected cases among staff to the Public Health team. SIT reporting mechanisms in place</li> <li>- MI portal adapted so that HR are receiving reports of both Covid and non-Covid related sickness</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Monitoring of Government advice</li> <li>- Additional safety and distancing measures being introduced in buildings</li> <li>- Guidance for individual areas on PPE provided and being updated</li> <li>- Cleaning of offices etc to be part of recovery workstream</li> </ul>	<p><b>PLACE</b></p>
<p><b>CO2 – Mental Health and Wellbeing of staff</b></p> <p>There may be an increase in employee related mental health and wellbeing issues</p>	<p><b>CR10 Health and Safety</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- Regular communication to promote health &amp; wellbeing and support services</li> <li>- Virtual Team meetings to ensure colleagues are staying connected</li> <li>- Manager guidance promoting regular</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Exploring additional materials around looking after mental health</li> <li>- Carry out resourcing assessment of the organisation to identify areas where additional skills may be required</li> </ul>	<p><b>CEX</b></p>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
(anxiety, stress etc) which impacts on the Council's ability to deliver services during the crisis and recover post crisis.			<ul style="list-style-type: none"> <li>check ins, one to ones and team meetings to maintain connectivity and support</li> <li>- Employee Advice and Counselling Service for specialist confidential support for staff and household members</li> <li>- Crisis communications strategy agreed by Gold and implemented.</li> <li>- Dedicated crisis advice helpline for staff now open Monday to Friday 10am - 4pm</li> <li>- Staff FAQs in place &amp; updated on weekly basis. Communications to staff also managed at Bronze levels</li> <li>- ICT communication plans in place &amp; regularly updated</li> <li>- Process in place &amp; functioning for managing content requests to website, additional resources allocated and Covid19 webpage &amp; online referral form now live.</li> <li>- Via Silver, ensuring managers are checking in with their staff on a regular basis and prioritising welfare discussions due to high numbers working from home, self-isolating and/or acting as shield for vulnerable family member</li> </ul>		<ul style="list-style-type: none"> <li>- Develop plans to enable services to operate on skeleton staff if necessary</li> <li>- Series of events organised by the Mental Health and Wellbeing Network</li> </ul>	
<p><b>CO3 – Staff Visits</b></p> <p>There is an increased risk of staff being exposed to infection whilst attending care visits and appointments</p>	<p><b>CR10 Health and Safety</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- PPE available for staff via FM</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Corporate Health and Safety Team are co-ordinating reviews of risk assessments</li> </ul>	<p><b>PLACE</b></p>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
<p><b>CO4 – Financial Impact on Income</b></p> <p>The pandemic may bring about an economic downturn, which could lead to a reduction in income as businesses and individuals become unable to meet their liabilities to the Council.</p>	<b>CR02 Failure to maximise income</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Monitoring of income and continuing to follow robust yet sympathetic debt collection processes</li> </ul>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- We are in negotiations with central government to see how the impact of the suspension of business rates is to be mitigated</li> </ul>	<b>RESOURCES</b>
<p><b>CO5 – Financial Impact on Additional Expenditure</b></p> <p>The pandemic may result in significant additional expenditure which may not be met by Central Government resulting in gap in the Councils accounts and some/all financial savings for FY19/20 and FY20/21 may not be realised.</p>	<b>CR01 Budget Management</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Financial Assistance from Central Government</li> <li>- Spending controls</li> <li>- Ongoing monitoring of budgets</li> <li>- Gold Team meeting regularly and monitoring situation</li> <li>- Process drawn up for tracking Covid-19 expenditure across the whole organisation (Finance).</li> <li>- Authority report submitted to Director of Law &amp; Governance to release £3m of reserves to cover current expenditure</li> <li>- Two tranches of Government Funding, £17.9m which is still insufficient.</li> <li>- Regular meetings taking place with North Central London group to</li> </ul>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Establish recovery plan Look for alternative sources of funding Consider new ways of working to reduce costs Lobby central government for more funding</li> <li>- Ensure managers are briefed and updates are shared amongst key personnel</li> <li>- Reviewing all of the forecasts in light of actuals</li> <li>- Will be making second submission to MHCLG on 15 May</li> <li>- North Central London Finance undertaking focussed work on Council Tax and Business Rates</li> <li>- Undertaking scenario planning in the event that there's a shortfall in Government funding</li> </ul>	<b>RESOURCES</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			support forecasting			
<p><b>CO6 – Fraud</b></p> <p>During times of crisis and economic downturn, the level of staffing may decrease (potentially rendering the system of internal control less effective) whilst fraud attempts increase.</p>	<p><b>CR03 Fraud Corruption</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- Services aware of the importance of internal controls</li> <li>- Corporate Anti-Fraud Team active and available</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Corporate Anti-Fraud Team to communicate with key services to monitor fraud attempts and to obtain assurance that controls are operating effectively</li> </ul>	<p><b>CEX</b></p>
<p><b>CO7 – Increased demand on network/systems</b></p> <p>Systems may not be able to cope with increased demand in systems by staff and public and if remote working is not available to priority services and the wider staff group, then the organisation will be significantly restricted with immediate effect in its ability to deliver critical services.</p>	<p><b>CR07 Loss of IT</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- System upgrades</li> <li>- Ongoing capacity monitoring</li> <li>- Staff encouraged to log-off systems when they are not in use.</li> <li>- ICT Covid-19 action plan for Bronze/Silver/Gold in place &amp; monitored daily to address identified weaknesses in technical capabilities, service provision &amp; monitor progress to resolve identified issues</li> <li>- Remote working test carried out on 17/03/20 - issues identified &amp; now resolved. All users now transferred to VPN for improved remote access</li> <li>- First wave of critical applications identified which can't be used remotely (Atrium, Synergy, Liquid Logic, Northgate, Hope &amp; Carefirst).</li> </ul>	<p><b>LOW</b></p>	<ul style="list-style-type: none"> <li>- Further upgrades planned</li> <li>- Communications to staff via e-mail advising to not play videos or music through the Council's laptops as these go through the IT Network</li> <li>- Guidance continues to be issued via ICT intranet page with daily Tips of the Day emails to all Council staff</li> <li>- Skype for business will cease to exist for Council use in the near future. Microsoft teams has been rolled out, but further work required to ensure all skype users understand how to use Microsoft teams and the transition process is as smooth as possible</li> </ul>	<p><b>RESOURCES</b></p>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			<p>These have now been resolved. Prioritisation of next set of critical applications follows Silver &amp; Gold authorisation process</p> <ul style="list-style-type: none"> <li>- ICT has scaled up its ability to support more than 3000 users working from home remotely and accessing key/priority applications as well as the ability to hold conference and video calls</li> <li>- Issued guidance to staff on working from home and how to maximise bandwidth etc.</li> <li>- ICT Business Continuity Plan has been reviewed &amp; is up to date</li> <li>- Calls to the ICT Service Desk has stabilised</li> </ul>			
<p><b>CO8 – Cybersecurity Threats</b></p> <p>Increased risk of cyberattacks on Council’s systems as attackers try to exploit uncertainty caused by Covid-19 causing loss of access to applications, loss/theft of data resulting in service disruption, delays, financial loss and reputational damage</p>	<p><b>CR04 Information Governance</b></p> <p><b>CR07 Loss of IT</b></p>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- DDOS Protection in place</li> <li>- IT service on high alert and actively monitoring threats</li> <li>- Backup procedures and enhanced technologies in place</li> <li>- ICT security policy</li> <li>- Managed contractor access control to the offices and further restricted access to the server room</li> <li>- Firewall and anti-virus measures</li> <li>- Fully tested backups in place</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Guidance continues to be issued via ICT intranet page with daily Tips of the Day emails to all Council staff</li> </ul>	<b>RESOURCES</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
<p><b>CO9 – Failure of suppliers</b></p> <p>Failure of suppliers and contractors due to the impacts of Covid-19 will result in the need to retender contracts causing delays and/or increasing costs or may lead to critical services ceasing as a result, falling back to LBE to deliver under duty of care legal requirement</p>	<p><b>CR13 Supply Chain / Contract management</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- Due diligence before awarding new contracts</li> <li>- Requesting performance bond and/or parent company guarantee where possible</li> <li>- Regular review &amp; monitoring of existing contracts</li> <li>- Services in this position have been asked to identify &amp; prepare contingencies, such as alternative suppliers on SAP, shared services with other local authorities and existing supplier contingency plans</li> <li>- All external contractors identified on BIAs have been contacted. Service Leads are satisfied that key suppliers have adequate contingencies in place. Emergency Planning have listed all information</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Continued monitoring of contracts where suppliers are most at risks</li> <li>- Review of relevant financial accounts of existing contractors post Covid-19 outbreak</li> </ul>	<p><b>RESOURCES</b></p>
<p><b>CO10 – Reduction in Service delivery</b></p> <p>Service delivery may be affected if a significant amount of staff are unwell leading to delays in processing and responding to service requests or if LBE buildings are forced to close, then some priority services may not be able to fulfil their legal obligations.</p>	<p><b>CR05 Duty of Care</b></p> <p><b>CR06 Customer Demand</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- All employees able to work from home</li> <li>- Regular information sharing with employees via email</li> <li>- Monitoring of absences and management of return to work within government guidelines</li> <li>- Business Continuity Plans and staff cover rotas ensure cover in the office is maintained</li> <li>- Corporate priority service planning to identify where existing staff can be redeployed from non-critical to critical service areas when/if required. Plan identifies transferrable skills, existing security</li> </ul>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>- Develop a contingency plan for a potential second wave of outbreak</li> <li>- Train employees to cover vacant roles as required</li> <li>- Develop plans to enable services to operate on skeleton staff</li> <li>- Emergency Planning to contact officers when BCPs are nearing review dates</li> </ul>	<p><b>CEX</b></p>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			<p>checks (e.g. DBS) to ensure redeployment to appropriate roles when necessary. This has been approved by Gold and is now in effect</p> <ul style="list-style-type: none"> <li>- External recruitment via Matrix for redundant/unemployed Enfield residents to carry out specific roles/duties for specified periods of time</li> <li>- Services are advising when there are staff shortfalls so they can either re-deploy staff or look to work in partnership with Matrix through external advert</li> <li>- Daily stats on HR sickness to look at any significant trends in staff absence which could impact on critical services</li> <li>- Emergency Planning: All BCPs have been reviewed and at present all up to date</li> <li>- All BCPs have been reviewed and at present all up to date</li> <li>- Community Hub set up with dedicated telephone support line &amp; CRM system, online presence with online form, call centre team, food distribution logistics &amp; prescription delivery support to most vulnerable &amp; shielded residents. Needs are being met. Costs are being incorporated into MHCLG reporting (Shielded and Non-Shielded Vulnerable)</li> <li>- Library based services which suit online have been moved to digital</li> </ul>			

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			<p>accordingly</p> <ul style="list-style-type: none"> <li>- Critical services previously requiring face to face interactions have been moved to online/telephone with suitable work arounds to ensure continued service provision during crisis</li> <li>- Transport remains in place and Council key workers have received letter authorising their continued circulation around the Borough along with ID card provision</li> </ul>			
<p><b>CO11 - Increased demand for Health and Social Care services</b></p> <p>If the NHS is unable to cope with additional demands caused by rising infection rates this may place extra burden on the Council to deliver additional support to residents &amp; vulnerable service users and may lead to severe consequences including: deaths to vulnerable people, overload on Adult Social Care service and severe disruptions to services</p> <p>If provider market is affected, then potential quarantine of homes or reduced community service with reduced availability of critical support</p>	<p><b>CR05 Duty of Care</b></p> <p><b>CR06 Customer Demand</b></p>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Single point of contact created for each hospital on the Enfield patch with Enfield leading for NMDDX to co-ordinate health and social care response to the pandemic</li> <li>- Daily sitrep meetings with health and council partners</li> <li>- Daily sitreps received via Public Health on infection and death rates in Enfield</li> <li>- Daily sitreps received via our social care providers on infection/death rates and ability to accept new referrals</li> <li>- Service response stepped up to seven days per week to facilitate timely discharges from hospital</li> <li>- Additional capacity created both for covid 19 positive cases step down and non-positive cases</li> <li>- Flu plan tested in a multi-agency exercise last year</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Paid carers may have to perform tasks for which they are not trained and will require additional training</li> <li>- Recovery Group will develop workstreams to cover humanitarian and hardship issues arising following the initial emergency response</li> <li>- Preparing additional transport capacity to respond to an increase in demand for community equipment emergency discharge cases preparing for between 30/03 – 10/04</li> <li>- Reviewing current embargos on care homes to assess suitability of lifting these to release further residential capacity (already begun but ongoing)</li> <li>- Lifting any embargos on providers to create additional capacity if it is safe to do so</li> </ul>	<b>PEOPLE</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
services			<ul style="list-style-type: none"> <li>- Following &amp; enacting central government advice &amp; approach to flatten infection curve as quickly as possible</li> <li>- Covid-19 emergency planning now active, Bronze, Silver &amp; Gold all live, business continuity plans being reviewed by all services</li> <li>- All service leads are required to complete a BCM Situation Report and monitor the service on a daily basis and amend SitRep where changes to service delivery occur</li> <li>- All Directors to supply an update every day on to a SharePoint document and feedback on any issues at Silver Meetings to ensure any issues are captured and dealt with before they become any issue</li> <li>- Council continues to follow PHE/government advice &amp; distribute information regularly through comms plan to providers</li> <li>- Daily ring rounds to all providers to assess staff availability, infection/death rates, PPE supplies and food supplies; BCPs requested from all providers</li> <li>- IWE continue to act as Council PLR</li> <li>- Single point of contact for provider queries through brokerage</li> <li>- Review of current embargos on providers</li> <li>- 8 additional beds opened at BW house for OP/LD clients for</li> </ul>		<ul style="list-style-type: none"> <li>- Support additional recruitment campaigns across NCL and locally for care staff and nursing staff including through mutual aid programme</li> </ul>	

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			permanent and respite support. Two additional units opened at BW house to provide 20 residential/nursing beds; continue to escalate calls for PPE and co-ordinate for providers any deliveries issued through hospital sites			
<p><b>CO12 - Regeneration and housing programmes</b></p> <p>The pandemic may bring about an economic downturn, which could lead to an inability to deliver the Council's ambitious regeneration and housing programmes.</p>	<b>CR11 Housing</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Ongoing review and monitoring by project managers</li> <li>- HM Government issued revised guidance commencing 13 May 2020 regarding the construction industry and returning to work</li> </ul>	<b>MEDIUM</b>	-	<b>PLACE</b>
<p><b>CO13 – Activation of BC Plans</b></p> <p>If BCPs have not been reviewed recently or are in place, and circumstances dictate that they must be enacted at short notice, then this could severely impact the organisation's ability to plan and address the crisis, restricting its ability to fulfil duty of care to residents.</p>	<b>CR08 Business Continuity</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Emergency Planning conducted update of all BPCs and presented findings to Silver Chair</li> <li>- Gold, Silver &amp; Bronze groups are now in place and active</li> <li>- Covid-19 risk register created</li> <li>- Emergency planning exercises have been carried out recently for critical services and those who have requested these</li> </ul>	<b>MEDIUM</b>	- Lead officers to continue to monitor and disseminate information from relevant agencies	<b>CEX</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
<p><b>CO14 – Fuel shortage</b></p> <p>If there are fuel shortages caused by panic buying and/or delays to supply, then this will cause disruption to delivery of LBE key services as well as contributing towards civil unrest</p>	<b>CR09 Emergency Incident</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Fuel reserves held with regular deliveries to keep fuel tanks topped up</li> <li>- Operational contingency plans in place</li> <li>- National and local fuel plans in place</li> <li>- Enfield identified designated fuel station is at Tesco (Ponders End) plans in place and was exercised last year</li> <li>- Local fuel plan in place to prioritise operations/ essential services.</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Plans to prioritise operations/ essential services in place</li> <li>- Continue to monitor situation through London Resilience Team</li> </ul>	<b>CEX</b>
<p><b>CO15 – Civil Unrest</b></p> <p>Uncertainty may cause further panic buying, riots and disturbance.</p> <p>If uncertainty and tensions rise across the community, then this could lead to further panic buying, riots and disturbance</p>	<b>CR09 Emergency Incident</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Existing Civil Emergency Management plan in place</li> <li>- Emergency Management Response Team in place with on call officers including Council Gold and Silver</li> <li>- Lead officers continue to monitor and disseminate information from relevant agencies</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Liaising and sharing information with partners including emergency services via the Enfield Borough Resilience Forum</li> <li>- Head of Community Safety regularly liaise with the Enfield Police Service</li> </ul>	<b>CEX</b>
<p><b>CO16 – Health and Wellbeing of community</b></p> <p>There may be a significant impact on the health and wellbeing (anxiety, stress etc) of the community leading to an increase in demand for welfare and care services.</p>	<b>CR05 Duty of Care</b>  <b>CR06 Customer Demand</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Regular calls to vulnerable residents</li> <li>- Community Hub in place to support our most vulnerable residents with food and medical supplies</li> <li>- Temporary housing, supported accommodation</li> <li>- Crisis communication plan in place</li> <li>- Webpage updated</li> <li>- Crisis communications strategy</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Work with Local Strategic Partnership to identify local emerging needs</li> <li>- Review of grants to further support the needs of the community</li> <li>- Deliver agreed communications plan and update/amend as needed</li> </ul>	<b>RESOURCES</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			agreed by Gold and implemented			
<b>CO17 – Local Businesses</b>  The pandemic may bring about an economic downturn, resulting in business no longer being able to operate in Enfield.	<b>CR06 Customer Demand</b>  <b>CR02 Failure to maximise income</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Grants / Business rates relief</li> <li>- Learn from and build upon the Business Portal, set up during Covid-19 to become a go to space for Enfield businesses</li> <li>- Gather data and insight to support businesses now and in the future</li> <li>- Create a space for small businesses to possibly highlight council support and share a forum for business interaction</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Liaison with HoS Economic Development, HoS Customer Experience and HoS Commercial to build upon existing Business Portal.</li> <li>- Engage with businesses to ask what they need now and in the future for Information, Advice and Guidance, including grant and bid opportunities</li> </ul>	<b>RESOURCES</b>
<b>CO18 – Unaffordable and inaccessible space to trade and work from</b>  Bedroom and small businesses may find it difficult and expensive to find fledgling accommodation and employees may want to work elsewhere, adopting the remote working culture further	<b>CR06 Customer Demand</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Good growth fund at Fore Street Library an example of future design</li> <li>- Seize opportunities to create infrastructure including access to strong wi-fi from wherever, whereby Enfield and neighbouring residents alongside LBE employees can work elsewhere and stay local. Thus, benefitting the local economy from disposable income spend and facilitate collaborative working</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Use Fore Street Library and other builds as prototype modelling and design in keeping council properties purposeful, flexible and relevant to Enfield business</li> <li>- Growth in Enfield economy and prosperity, building upon its industrial and electrical manufacturing history to a modern, flexible and affordable place of working for ICT and media businesses</li> <li>- Support empty shop and spaces for fledgling businesses make their way into the high street gradually, tend to be pop up and different variety to high street retailers offering diversity and interest into the high street</li> </ul>	<b>RESOURCES</b>
<b>CO19 – Rise in unemployment</b>	<b>CR06 Customer</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Support employers with finding the right workforce, trained and ready</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Build upon successes and make Enfield Council a hub for</li> </ul>	<b>RESOURCES</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
DWP has reported that 950,000 new claims for universal credit were made between 16 and 31 March, suggesting that a sharp rise in unemployment has already taken place (although some of these claims will also relate to people experiencing a temporary drop in income without having lost their job or closed their business).	<b>Demand</b>		<ul style="list-style-type: none"> <li>and plug gaps in specialised industries</li> <li>- Libraries already work with partners such as Maximus, DWP, JC+, THFC etc to run job fairs, training of NEETS, CV writing and a variety of job clubs</li> <li>- Council can increase apprentices and work placements especially keeping workforce diverse such as finding employment for adults with learning disabilities, can advise businesses on job carving etc</li> <li>- Increase training and coaching for young people such as STEM, robotics and Logistics learning</li> <li>- Support residents and businesses to diversify and review transferable skillsets</li> <li>- Learn from Covid-19 agile employment procedures for residents at risk or who have lost employment through Covid-19 gaining access to Enfield Council roles</li> </ul>		<ul style="list-style-type: none"> <li>supporting Enfield workforce not only for the council but for surrounding businesses</li> <li>- Learn from Covid-19 agile employment procedures for residents at risk or who have lost employment through Covid-19 gaining access to Enfield Council roles</li> <li>- Only high as access to physical spaces to conduct support are closed. However, solution over a medium term could be virtual interviews, webinars etc</li> </ul>	
<b>CO20 – Death rates</b>  If death rates increase dramatically, then there will not be enough storage space in the borough for the bodies prior to cremation/burial posing a health & safety risk to residents.	<b>CR05 Duty of Care</b>  <b>CR06 Customer Demand</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Identified storage containment &amp; location in partnership with Coronial Group (Brent, Haringey, Harrow, Barnet &amp; Enfield)</li> <li>- Joined with LB Haringey for excess death plan which is reviewed and discussed weekly. LBE Subgroup chaired by Sue McDaid supporting corporate &amp; partnership approach</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Put forward storage containment &amp; location option for corporate approval - in principle approved but this temporary body storage for Enfield currently not required as there is sufficient capacity in Enfield and London. If it is required, then this will be more fully reported to Gold for approval</li> <li>- Increase burials capacity and</li> </ul>	<b>PLACE</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
			<ul style="list-style-type: none"> <li>- Additional temporary body storage now operational in Haringey for Enfield and Haringey excess deaths (and for London if needed) – capacity deemed sufficient based on expected demand, but the capacity can be increased further if needed</li> <li>- In addition, the London Resilience Group overseeing London's response to COVID-19 have set up large temporary body storage hubs for London which are operational and sufficient based on expected demand, but further temporary body storage hubs can be made if increased capacity is needed</li> <li>- Burials capacity has been increased in accordance with business continuity plan for pandemics and is sufficient to cope with current demand for increased burials</li> <li>- Communications have been sent to the faith and community leaders in Enfield about changes to the death registrations, burials and funerals in the COVID emergency</li> <li>- Registrars have increased capacity for death registration</li> </ul>		<p>temporary body storage capacity further if needed</p> <ul style="list-style-type: none"> <li>- We are accelerating the extension at Edmonton Cemetery as traditional lawn graves are in demand here (though we have provision at our other cemeteries)</li> </ul>	
<p><b>CO21 – Schools</b></p> <p>If schools close for a number of months, then LBE staff with children may not be able to work due to lack of childcare</p>	<p><b>CR05 Duty of Care</b></p> <p><b>CR06 Customer Demand</b></p>	<p><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>- Schools have reopened to look after children of parents who are key workers &amp; parent/carers of vulnerable pupils. They have stayed open during the Easter holidays. London Councils have clarified which local authority roles this applies to</li> </ul>	<p><b>MEDIUM</b></p>	<p>-</p>	<p><b>PEOPLE</b></p>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
which will impact on the organisation's staff capacity to deliver essential services.			<p>and this has been circulated to staff. LBE has provided letters of support to school/childcare providers as required</p> <ul style="list-style-type: none"> <li>- For non-key workers, those who can work from home will now do so and ICT remediation works are complete to facilitate this, as well as those services who previously didn't have access.</li> <li>- Understood that parents will not always be available during business hours, will be working evenings &amp; weekends, so any downtime to network etc. will be communicated in advance</li> <li>- All managers asked to ensure they accommodate parents who must work from home</li> <li>- Options for annual leave &amp; unpaid leave also communicated to staff, although working from home where possible is preferable</li> </ul>			
<p><b>CO22 – Electrical Faults</b></p> <p>If there are electric faults during the crisis and suppliers are not in a position to carry out repairs, then Council Housing tenants and vulnerable residents could be left without lighting, heating etc. which could lead to further burden on emergency services and other Council services in</p>	<b>CR11 Housing</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Executive Director Resources has raised with Council Housing Director to explore and implement the relevant procedures should this occur</li> </ul>	<b>MEDIUM</b>	-	<b>PLACE</b>

Risk Ref - Title Description	Corporate Risk Mapping	Initial Risk Level	Existing Risk Mitigations	Current Risk Level	Further Planned Actions	Lead Department
the short to medium term						
<p><b>CO23 – Community Shielding Hub &amp; volunteer support</b></p> <p>If the number of volunteers reduce significantly as lockdown eases and volunteers return to their jobs, then delivery of services which are currently dependent on volunteers for Shielded and Non-Shielded Vulnerable residents will need to be revised/re-designed to accommodate the decrease in resources available to the Hub. Currently the majority of medical prescriptions are delivered by volunteers, as well as volunteers working in the food distribution centre.</p>	<p><b>CR05 Duty of Care</b></p> <p><b>CR06 Customer Demand</b></p>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>- Recovery phase Gold meeting taking place on 05/06/20 including Community Shielding Hub to discuss mitigating actions and plan for recovery phase</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>- Understand what post-lockdown support requirements are for Shielded and Non-Shielded Vulnerable</li> </ul>	<b>CEX</b>