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### Audit and Procurement Committee

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**Time and Date**

2.30 pm on Monday, 30th September 2024

**Place**

Diamond Rooms 1 and 2 - Council House, Coventry

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**Public Business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 10)  
To agree the minutes of the meeting held on 22<sup>nd</sup> July 2024
4. **Exclusion of Press and Public**  
To consider whether to exclude the press and public for the private item of business for the reasons shown in the report.
5. **2024-25 First Quarter Financial Monitoring Report (to June 2024)**  
(Pages 11 - 36)  
Report of the Director of Finance and Resources
6. **Whistleblowing Annual Report 2023-2024** (Pages 37 - 44)  
Report of the Director of Finance and Resources
7. **Annual Governance Statement 2023-2024** (Pages 45 - 76)  
Report of the Director of Finance and Resources
8. **Corporate Risk** (Pages 77 - 142)  
Report of the Director of Finance and Resources
9. **Outstanding Issues** (Pages 143 - 148)  
Report of the Director of Law and Governance
10. **Work Programme 2024-2025** (Pages 149 - 150)  
Report of the Director of Law and Governance

11. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

#### **Private business**

12. **Procurement and Commissioning Progress Report** (Pages 151 - 172)

Report of the Director of Law and Governance

(Listing Officer: R Amor - Email: [rob.amor@coventry.gov.uk](mailto:rob.amor@coventry.gov.uk))

13. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

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Julie Newman, Director of Law and Governance, Council House, Coventry

Friday, 20 September 2024

Note: The person to contact about the agenda and documents for this meeting is Michelle Salmon, Governance Services, Email: [michelle.salmon@coventry.gov.uk](mailto:michelle.salmon@coventry.gov.uk)

#### **Membership:**

Councillors M Ali, J Blundell, R Brown (By Invitation), A Hopkins, A Jobbar, R Lakha (Chair), P Male and B Singh (Deputy Chair)

By invitation: Councillor R Brown – Cabinet Member for Finance and Resources

#### **Public Access**

Any member of the public who would like to attend the meeting in person is encouraged to contact the officer below in advance of the meeting regarding arrangements for public attendance. A guide to attending public meeting can be found here: <https://www.coventry.gov.uk/publicAttendanceMeetings>

#### **Michelle Salmon**

#### **Governance Services**

E-mail: [michelle.salmon@coventry.gov.uk](mailto:michelle.salmon@coventry.gov.uk)

**Coventry City Council**  
**Minutes of the Meeting of the Audit and Procurement Committee held at 2.30 pm**  
**on Monday, 22 July 2024**

Present:

Members: Councillor R Lakha (Chair)  
Councillor B Singh (Deputy Chair)  
Councillor M Ali  
Councillor J Blundell  
Councillor A Hopkins  
Councillor A Jobbar  
Councillor P Male  
Councillor B Singh

Employees  
(by service area):

Finance and Resources B Hastie (Director of Finance and Resources), T Pinks,  
K Tyler

Law and Governance M Salmon

Apologies: There were no apologies

## **Public Business**

### **12. Declarations of Interest**

There were no disclosable pecuniary interests.

### **13. Minutes of Previous Meeting**

The minutes of the meeting on 24<sup>th</sup> June 2024 were agreed and signed as a true record. There were no matters arising.

### **14. Revenue and Capital Outturn 2023/2024**

The Audit and Procurement Committee considered a report of the Director of Finance and Resources that outlined the final revenue and capital outturn position for 2023/24 and reviewed treasury management activity and 2023/24 Prudential Indicators reported under the Prudential Code for Capital Finance. Appendices to the report provided a detailed breakdown of Directorate Revenue Variations, Capital Programme Changes and Analysis of Rescheduling, and Prudential Indicators.

The report had also been considered by Cabinet (their Minute 8/24 referred) and Council (their Minute 23/24 referred).

The overall financial position included the following headline items:

- An overspend of £1.8m, balanced by a contribution from unearmarked reserves.
- Capital Programme expenditure of £115.3m
- A reduction in the level of available Council revenue reserves from £128m to £118m

Further detail within the overall position included:

- An overspend of £4.9m in Adults' Social Care reflecting an increased number of high-cost complex cases.
- An overspend of £4.7m within Streetscene and Regulatory Services representing a reduction in income generation in several areas such as planning applications, car parking in parks and bereavement services as well as pressures within urban forestry due to remedial works on trees. A significant proportion of this pressure was within Waste & Fleet services relating to implementation of HSE recommendations, costs of increased tonnages and increased gate fees, and deficits on planned income in both Commercial Waste and Passenger Transport.
- An overspend of £2.8m within Childrens' Services reflecting high placement costs and staffing pressures in Help & Protection (Area Teams) due to high levels of cases which required additional workers and agency staff.
- An overspend of £2.5m on Housing & Homelessness due to an increase in people seeking support and being placed in temporary accommodation (TA), combined with an increase in TA fees.
- An underspend of £1.8m in Education & Skills due to management of vacancies within Customer Services, alongside other efficiencies and the utilisation of grant income and earmarked reserves.
- An overspend of £1.4m on Business, Investment & Culture represented underachievement of sponsorship income and reduced grant from ERDF as well as holding costs for the City Centre Cultural Gateway due to slipped project implementation timescales.
- An overspend of £1.4m on Transport & Highways relates to increased costs in highways maintenance to address highways defects, as well as continuing high costs of energy for street lighting.
- The service had experienced pressures in highways maintenance due to the cost of addressing highways defects and income pressures resulting from sickness and recruitment challenges. In addition, the continuing high cost of energy had resulted in pressures in street lighting. These pressures had been partially offset by a recovery in car park income.
- A net underspend of £12.4m within central budgets, included higher dividend income from Council owned companies, interest income from loans, higher than budgeted investment income, and distribution of Business rates Levy Account Surplus.

The underlying revenue position had improved by £6.7m since Quarter 3 when an overspend of £8.5m was forecast. The majority of the improved position related to increased one-off income within Contingency and Central budgets which were set out in the report.

The prudent management of the Councils financial position throughout the Covid crisis enabled the Council to retain some resources to manage any legacy issues. £1.8m of this had been used to balance the position at the end of 2023/24. Although the Covid crisis was no longer a significant threat to the Councils service delivery and financial position, the cost-of-living crisis and high levels of inflation had had tangible impacts on demand for both Childrens, Adults and Housing services. The complexity of need, support required and sufficiency of the external market to provide for this had directly impacted the Councils financial outturn reported up to 31st March 2024 and would be an ongoing financial challenge in 2024/25.

Members asked questions and received assurances at the meeting from officers on matters that included dividends from investments, favourable movement in Childrens Services, staff budgeting, and use of reserves. Further to paragraph 2.1.3 of the report headed 'Movement from quarter 3 forecast' relating to Streetscene and Regulatory Services, Members requested that the names of the sites listed as the two major planning applications, be circulated to them

**RESOLVED that the Audit and Procurement Committee notes the content of the report.**

**15. Audit and Procurement Committee Annual Report to Council 2023/24**

The Audit and Procurement Committee considered their Annual Report to Council that provided an overview of its activity during 2023/2024. The report would be submitted to the City Council at their meeting on 3rd September 2024.

The report included an introduction by the Chair, Councillor R Lakha, and indicated that the Audit and Procurement Committee was a key component of the Council's governance framework, supporting good governance and strong public financial management. Over the last year, the Committee had continued to discharge its key responsibility effectively, namely providing independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the Council's financial reporting and governance processes. The report demonstrated the vital role carried out by the Committee and the contribution that it made to the Council's overall governance arrangements.

The Committee received a range of routine reports based on the clearly defined expectations of services / functions that reported to it, e.g. internal / external audit and financial management. It also received ad-hoc reports which focussed on either a specific concern or developments that impacted directly on the Committee.

The report detailed the Committee's activity in 2023/24 in the following areas: Governance; Financial Management and Accounting; External Audit; Internal Audit; Fraud and Error; and Procurement. Reports considered during this period which were linked to risk management, internal control and governance, included: Whistleblowing Annual Report 2022/23; Complaints to the Local Government and Social Care Ombudsman 2022/23; Corporate Risk Register; Information

Governance Annual Report 2022/23; and Coventry Municipal Holdings Group Accounts.

The report also detailed priorities for the Committee for 2024/25 which included:

- The Council's risk management, governance, internal control and financial management arrangements continue to operate effectively, especially in light of the financial pressures caused by inflation, increasing service demands and difficult conditions within social care markets.
- Matters relating to the publication of the Council's Statements of Accounts were resolved as soon as practicable, with an objective that outstanding years accounts were published in line with the expectations of the Governments consultation once the outcome of that was known.

The Committee agreed to recommend that Council consider the Annual Report for 2023/2024 at their meeting on 3rd September 2024.

**RESOLVED that the Audit and Procurement Committee recommends that Council considers the Audit and Procurement Committee Annual Report 2023/2024 at their meeting on 3rd September 2024.**

#### 16. Internal Audit Plan 2024/25

The Audit and Procurement Committee considered a report of the Director of Finance and Resources that submitted the draft Internal Audit Plan for 2024/25, attached as an appendix to the report, to enable the Committee to express its views on the extent and nature of the planned coverage.

In terms of proposed audit activities, the draft Internal Audit Plan documented the outcome of the audit planning process for 2024/25. The report set out the mechanism for allowing the Audit and Procurement Committee to discharge its responsibility and also enable it to support delivery of the Internal Audit Charter by approving the Internal Audit plan.

The report indicated that the draft plan was based on an allocation of priorities against the current level of audit resources available. For 2024/25, it had been assessed that the resources available were 650 days for audit and corporate fraud work. This was an increase of approximately 250 days when compared with 2023/24 and reflected that as the two trainee posts had now completed their level four Internal Audit Apprenticeship and successfully obtained a professional Internal Audit qualification, they had been included within the assessment of resources. The structure of the Internal Audit Service was currently being reviewed and in the event that there was a significant change in the available audit days over the course of the year, flexibility would be retained in how these resources were utilised. Updates on the resource position and any resulting change to the Plan would be provided in future reports to the Committee.

In focusing the available resources to develop a plan which met the needs of the Council and added value, the following approach had been taken:

- An initial risk assessment had been undertaken which considered the Council's corporate risk register and any priorities identified from consultation with Directors and other senior managers, alongside other priorities linked to

areas of risk which had been highlighted by the Chief Internal Auditor. Where appropriate, an assessed risk level had been included in the Appendix to the report. Where the risk had been assessed as medium rather than high, this generally reflected the findings of previous audit reviews in the respective area / an initial assessment of the control environment.

- Where appropriate to do so, the audits of key financial systems were undertaken on a bi-annual basis, e.g. where there was a history of the system being well controlled.
- Given that the number of local authority-maintained schools had reduced over recent times, a cyclical programme of school audits had been re-introduced, with the strategy that all schools were now audited every five years.
- A flexible and responsive approach to issues highlighted by senior officers with dialogue to ensure resources were directed in accordance with their priorities.
- A flexible approach to corporate fraud investigations, offering expert advice and support rather than undertaking the Investigating Officer role.
- Where appropriate, planned days for individual audits had taken account of the individual auditor's level of experience and supervision required.

Areas of planned work included:

- Corporate Risks – the focus in respect of the corporate risk register would align to those areas where a clear Internal Audit could contribute to the management of the risks, including emerging issues linked to the activities. This included reviews of near miss reporting, homelessness, equal pay working practices, public health funding outcomes and assurance over the governance of the Council's group of companies.
- ICT – the programme was established through an IT audit needs assessment which identified areas of focus. The areas agreed were artificial intelligence, governance and IT disaster recovery.
- Council / Audit priorities – this incorporates audit work linked to specific priorities which had a corporate impact such as equality impact assessments, payment kiosks, and emergency planning / business continuity.
- Regularity – this included work to meet the assurance requirements of grant funding received by the Council, and co-ordination of the Annual Governance Statement and declarations of interest exercise. For grant funding, the required audit work represented less than 10% of the overall audit plan and consequently did not significantly impact on the Service's ability to undertake its core assurance related work.
- Directorate risks – this included those issues highlighted through dialogue with Directors which could affect the achievement of operational objectives. Identified areas included management of plant and equipment, property disposals, energy billing, building control, and the Health Visitors contract.

The report concluded that it was believed that the draft Internal Audit Plan for 2024/25 was sufficient for the work required to report on governance, the management of risks and internal controls in the year and to prepare the annual opinion and report.

Members asked questions and received assurances at the meeting from officers on matters that included the recent Microsoft outage, ICT action plans and engagement of a third party, and apprenticeship level posts.

**RESOLVED that the Audit and Procurement Committee approves the draft Internal Audit Plan for 2024/25, as appended to the report.**

**17. Annual Fraud and Error Report 2023/2024**

The Audit and Procurement Committee considered a report of the Director of Finance and Resources that provided a summary of the Council's anti-fraud and error activity undertaken by the Internal Audit Service for the financial year 2023/24.

The report documented the Council's response to fraud and error during the year and was presented to the Committee in order to discharge its responsibility in its terms of reference 'to monitor Council policies on Whistleblowing and the Fraud and Corruption Strategy'.

The work of the team had focused on four main areas:

- Business Support Grants
- National Fraud Initiative
- Referrals and investigations considered through the Council's Fraud and Corruption Strategy
- Fraud awareness

A summary of the key activity that had taken place in the four main areas, including the cases that had been identified and their outcomes, was set out in the report, together with a breakdown of National Fraud Initiative results from April 2023 to March 2024, and the number of referrals by source in 2023/24 which included figures for the previous three financial years.

The Committee noted that the Local Government Transparency Code required local authorities to publish information in relation to fraud on an annual basis, and in 2023/24: the number of occasions powers under the Prevention of Social Housing Fraud Regulations 2014 (or similar) had been used was nil as the Council did not own its own housing stock; the total number of employees undertaking investigations and prosecutions of fraud was 2 (estimated FTE 0.25); the total number of professionally accredited counter fraud specialists was 1 member of the Internal Audit Service held the CIPFA Certificate in Investigatory Practice; the total amount spent by the authority on the investigation and prosecution of fraud was £1,650 (direct costs only, not including salary costs); and the total number of fraud cases investigated was 8 (this only included corporate fraud investigations, not investigations linked to the NFI or business grants).

The Committee also noted that in the period April 2023 to March 2024, no significant frauds had been concluded.

**RESOLVED that having considered the Annual Fraud and Error Report 2023/24, the Audit and Procurement Committee notes the report.**



18. **Outstanding Issues**

The Audit and Procurement Committee considered a report of the Director of Law and Governance that identified issues on which a further report/information had been requested or was outstanding so that the Committee were aware of them and could manage their progress.

Appendix 1 to the report provided details of an issue where a report had been requested to a meeting along with the anticipated date for consideration of the matter.

Appendix 2 of the report provided details of an item where information had been requested outside the formal meeting.

**RESOLVED that the Audit and Procurement Committee notes the Outstanding Issues report.**

19. **Work Programme 2024/2025**

The Audit and Procurement Committee considered a report of the Director of Law and Governance that detailed the Work Programme of scheduled issues to be considered by the Committee during the Municipal Year 2024/2025.

**RESOLVED that the Audit and Procurement Committee notes the Work Programme for 2024/2025.**

20. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business.

(Meeting closed at 3.15 pm)

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## Public report Cabinet

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Cabinet  
Audit and Procurement Committee

27<sup>th</sup> August 2024  
30<sup>th</sup> September 2024

### **Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources - Councillor R Brown

### **Director Approving Submission of the report:**

Director of Finance and Resources (Section 151 Officer)

### **Ward(s) affected:**

City wide

### **Title:**

2024/25 First Quarter Financial Monitoring Report (to June 2024)

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### **Is this a key decision?**

No

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### **Executive Summary:**

The purpose of this report is to advise Cabinet of the forecast outturn position for revenue and capital expenditure and the Council's treasury management activity as at the end of June 2024. The net revenue forecast position after management action is for spend in 2024/25 of **£7.1m over budget**. Whilst not a wholly comparable position, at the same point in 2023/24, there was also a projected overspend of £12.1m.

The Council continues to face budget pressures within both Adults and Children's social care, and Housing, and City Services. Other overspends are also being reported in Property Services and Business Investment & Culture. These financial pressures are being caused by a combination of legacy inflation impacts, continued service demand, complexity, market conditions, and income shortfalls due to the economic climate.

The Council's position above includes a significant number of one-off actions that have been applied to reduce the overspend. Recognising that the underlying position is significantly higher, further urgent action is being assessed to address the pressure to prevent the 2025/26 position increasing to unmanageable levels.

The Council's capital spending is projected to be £193.3m and includes major schemes progressing across the city. The size of the programme and the nature of the projects within

it continues to be fundamental to the Council's role within the city. Although prevailing inflation rates look to be stabilizing, legacy inflationary pressures continue to affect capital projects. The assumption is that stand-alone projects that are already in-progress will be delivered as planned but that future projects that have not yet started will need to be re-evaluated to determine their deliverability within previously defined financial budgets.

The materiality of the emerging financial pressures, both revenue and capital, has renewed the imperative to maintain strict financial discipline and re-evaluate the Council's medium-term financial position. This will be a priority across all services as the Council develops its future budget plans in the coming months.

### **Recommendations:**

Cabinet is requested to:

- 1) Approve the Council's first quarter revenue monitoring position and endorse the proposal for officers to seek and identify further ongoing service options to mitigate the position in conjunction with Cabinet Members as appropriate.
- 2) Approve the revised forecast capital outturn position for the year of £193.3m incorporating: £21.7m rescheduling from 2023/24 outturn, £8.1m net increase in spending relating to approved/technical changes and £6m of net programme acceleration of expenditure from future years.

Audit and Procurement Committee is requested to:

- 1) Consider the proposals in the report and forward any recommendations to the Cabinet.

### **List of Appendices included:**

Appendix 1 - Revenue Position: Detailed Service breakdown of forecast outturn position

Appendix 2 - Capital Programme: Analysis of Budget/Technical Changes

Appendix 3 - Capital Programme: Analysis of Programme Acceleration/(Rescheduling)

Appendix 4 - Prudential Indicators

### **Background papers:**

None

### **Other useful documents**

None

### **Has it been or will it be considered by Scrutiny?**

No

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

Yes - Audit and Procurement Committee, 30<sup>th</sup> September 2024

**Will this report go to Council?**

No

## Report title:

### 2024/25 First Quarter Financial Monitoring Report (to June 2024)

#### 1. Context (or background)

- 1.1 Cabinet approved the City Council's revenue budget of £277.5m on 20 February 2024 and a Capital Programme of £157.5m. This is the first quarterly monitoring report for 2024/25. The purpose is to advise Cabinet of the forecast outturn position for revenue and capital expenditure, recommending any action required, and to also report on the Council's treasury management activity.
- 1.2 The current 2024/25 revenue forecast is for net expenditure to be **£7.1m over budget** (after management action). The reported forecast at the same point in 2023/24 was an overspend of £12.1m. 2024/25 capital spend is projected to be £193.3m.
- 1.3 It is not unusual for the revenue position to reflect a forecast overspend at this stage which then improves over the course of the year. However, as significant management action has already been factored in, the **underlying position is significantly** higher than the £7.1m forecast.
- 1.4 The overspend is caused largely by factors external to the Council and which can be expected to be ongoing (affecting future years MTFS) if action is not taken urgently.
- 1.5 Following on from the £1.8m reported at the end of 2023/24 this indicates a serious financial trend for the Council which is not sustainable over the long-term. Section 2 of the report provides further detail on the revenue position and Section 5 sets out the Council's proposed approach to managing the position.
- 1.6 As a final backstop it should be noted that the Council maintains a strong balance sheet in-part to protect itself from circumstances such as this, although it should be re-iterated that reserves are a finite resource and should only be applied sparingly to mitigate ongoing revenue overspends, and once a medium-term solution is in place.

#### 2. Options considered and recommended proposal.

- 2.1 This is a budget monitoring report and as such there are no options.

**Table1 Revenue Position** - The revenue budgets and forecast positions are shown below analysed by service area.

Service Area	Revised Net Budget	Forecast Spend	Total Over/ (Under) Spend
	£m	£m	£m
<b>Adult Services and Housing</b>	129.8	132.9	3.1
<b>Childrens and Education</b>	112.3	114.0	1.7
<b>City Services</b>	40.6	43.6	3.0
<b>Finance and Resources</b>	12.2	12.1	0.0
<b>Legal and Governance Services</b>	8.1	8.7	0.6
<b>People and Organisation Development</b>	0.9	1.5	0.6
<b>Planning and Performance</b>	6.1	5.7	(0.4)
<b>Policy and Communication</b>	0.0	0.1	0.1
<b>Property Services and Development</b>	(9.3)	(7.4)	2.0
<b>Public Health</b>	(1.0)	(1.0)	0.0
<b>Regeneration and Economy Dev</b>	7.7	8.5	0.8
<b>Contingency &amp; Central Budgets</b>	(30.3)	(34.7)	(4.4)
<b>Total</b>	<b>277.1</b>	<b>284.0</b>	<b>7.1</b>

- 2.2 An explanation of the major forecast variances is provided below, the vast majority of which are of an ongoing nature if urgent action is not taken. Further details are provided in Appendix 1 to the report.

### **Directorate**

#### **Adult Services & Housing £3.1m overspend**

The largest element of overspend in this directorate relates to Adult Social Care (£2.1m) which is mainly due to the high cost of some children transitioning to adulthood with overall transitions spend increasing due to the complexity of need of service users, but also an increase in the total number of packages of care within Adult Social Care being delivered and projected demand increases during the year.

The other significant variance relates to Housing and Homelessness (£1m) which is predominantly due to the number of families and single people seeking assistance with housing issues, and subsequently the number being placed in Temporary Accommodation, continuing to increase during 2024/25. Actions have been taken to seek to increase prevention and move people on to longer term provision more quickly.

#### **City Services £3.0m overspend**

The most significant pressure in this Directorate sits with our Environmental Services division of £1.4m. Representing a £0.7m deficit within Street Pride and Parks due to services that are forecasting income shortfalls, including Coventry Funeral Service and income from parks activities, for example Hermits Hollow hasn't performed as well as expected. In addition, Traveller Incursion costs associated with the prevention and clean-up of evictions and a yet undelivered MTFS target are currently under review. Another £0.6m relates to our Waste and Fleet Services, covering additional waste disposal fees for void tonnages, costs of transport and staffing. However, Garden Waste take up has gone well and predications are looking positive.

Across the Highways division we are reporting £0.8m overspend, £0.5m relating to the repair of our highway's defects and potholes, driven mainly by reactive repairs.

Planning and Development are forecasting £0.4m deficit including the reduction in income generation caused by the decline in planning applications than anticipated and the costs associated with the Local Plan Review

#### Property Services and Development £2.0m overspend

There are two main elements that form the forecast overspend this quarter, the first being £0.8m short-term costs associated with holding vacant properties within the City Centre South project prior to the demolition. The second relates to the net cost £0.9m for holding voids (including rates and building servicing costs) within our commercial portfolio. In addition, plans in place to bring in new rentals which will meet the remaining £0.7m MTFS targets are taking longer to deliver, however this is being offset in year by the use of the earmarked reserves.

#### Children's and Education Services £1.7m overspend

Within Children & Education Services £2.3m of the total overspend relates to the cost of placements for children in care. The overspend is caused by a lack of sufficiency in the market to meet the needs of young people in care alongside higher voids across block and internal residential homes than budgeted. There is a further overspend of £1.2m in the Children's Disability Team due to an increase in both demand and prices for short breaks and direct payments. SEND Home to School Transport is forecasting an overspend of £0.5m due to increased demand alongside a mid-year review of the internal passenger service central costs which resulted in a budgetary pressure.

These overspends are offset in part by a circa £1m forecast underspend for Special Guardianship allowances, where the activity is below the level anticipated when the budget was set. There is also an underspend of £0.6m in Early Help, and the division is utilising £0.6m of earmarked reserves to support the bottom line.

#### Regeneration and Economy £0.8m

This relates to a pressure in Culture, Sports and Events of £0.5m, due to circa 3 months of holding costs for the Cultural Gateway at £0.3m, together with an improved but deficit forecast position of £0.1m for the running of St Marys as the venue continues to embed itself as a Visitor, Wedding and Conference Venue. Work continues to generate commercial and sponsorship income by using our assets and has generated c£0.3m of income (excluding Godiva) but below target by £0.1m.

### **Corporate**

#### Contingency and Central (£4.4m Underspend)

Favourable variances within corporate contingency budgets of £5.0m include the £3.2m grant announced in the final government settlement in February 2024, which was allocated to corporate contingencies. This is being offset by an adverse variance (£1.1m) which is due to a forecast underachievement of 2024/25 savings targets relating to the One Coventry programme, where detailed work is in progress to fully develop the scope and potential impact of the proposals, to inform implementation.



There is also a £0.6m surplus forecast on Asset Management Revenue Account, relating to increased planned income from CWSDC dividend income and increased Service loan interest.

### 2.3 Capital

The quarter 1 2024/25 capital outturn forecast is £193.3m compared with the original programme reported to Cabinet in February 2023 of £157.5m. Table 3 below updates the budget at quarter 1 to take account of a £21.7m increase in the base programme (net rescheduling from 2023/24), £8.1m of new approved/technical changes and £6m of programme acceleration from future years.

The resources available section of Table 3 explains how the Capital Programme will be funded in 2024/25. It shows 66.6% of the programme is funded by external grant monies, whilst 22% is funded from borrowing. The programme also includes funding from capital receipts of £20.3m.

**Table 3 – Movement in the Capital Budget**

<b>CAPITAL BUDGET 2024/25 MOVEMENT</b>	<b>Qtr 1 Reporting £m</b>
February 2023 Approved Programme	157.5
Net rescheduling of expenditure from 2022/23	<u>21.7</u>
Revised Programme	179.2
Approved / Technical Changes (see Appendix 2)	8.1
“Net” (Programme Acceleration) or Rescheduling (See Appendix 3)	6.0
<b>Revised Estimated Outturn 2024-25</b>	<b>193.3</b>

  

<b>RESOURCES AVAILABLE:</b>	<b>Qtr 1 Reporting £m</b>
Prudential Borrowing (Specific & Gap Funding)	42.6
Grants and Contributions	128.8
Capital Receipts	20.3
Revenue Contributions and Capital Reserve	1.6
<b>Total Resources Available</b>	<b>193.3</b>

The inflationary pressures affecting the Council's revenue budget are also present within capital schemes although the pattern with which this takes affect can be different due to the way in which expenditure is incurred. It is likely that most stand-alone projects that are already in-progress will be delivered within existing agreed contractual sums. However, some future projects that have not yet started may need to be re-evaluated to determine their deliverability within previously defined financial budgets. In addition, where budgets have established to deliver programmes of expenditure, it is likely that these programmes will need to be reduced in size over time reflecting higher prices.

2.4 Treasury Management

Interest Rates

UK headline consumer price inflation (CPI) continued to decline over the quarter, falling from an annual rate of 3.2% in March 2024 to 2.0% in May 2024, in line with the Bank of England’s target. The core measure of inflation, however, only declined from 4.2% to 3.5% over the same period, which, together with stubborn services price inflation at 5.7% in May 2024, helped contribute to the Bank of England maintaining Bank Rate at 5.25% during the period, a level unchanged since August 2023.

Arlingclose, the authority’s treasury adviser, maintained its central view that 5.25% is the peak in Bank Rate and that interest rates will most likely be cut later in 2024, born out by a 0.25% cut on 1 August 2024. The risks over the medium term are deemed to be to the upside as while inflation has fallen to target, it is expected to pick up again later in the year and as services price inflation and wage growth are still on the firmer side, the MPC could well delay before delivering the first rate cut.

Long Term (Capital) Borrowing

The net long-term borrowing requirement for the 2024/25 Capital Programme is £1.9m, taking into account borrowing set out in Section 2.3 above (total £42.6m), less amounts to be set aside to repay debt, including non PFI related Minimum Revenue Provision (£16.1m). In the current interest rate climate, the Council has no immediate plans to take any further new long-term borrowing although this will continue to be kept under review.

The Public Works Loan Board (PWLB) remains the main source of loan finance for funding local authority capital investment. In August 2021 HM Treasury significantly revised guidance for the PWLB lending facility with more details and 12 examples of permitted and prohibited use of PWLB loans. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Under the Treasury Management Strategy 2022/23 approved by Cabinet on 22 February 2022 it was agreed the Council will not purchase investment assets primarily for yield.

Interest rates for local authority borrowing from the Public Works Loans Board (PWLB) between 1 April and 30 June 2024 have varied within the following ranges:

PWLB Loan Duration (maturity loan)	Minimum 2024/25 to Q1	Maximum 2024/25 to Q1	As at the End of Q1
5 year	3.94%	4.35%	4.10%
50 year	4.33%	4.66%	4.45%

The PWLB allows qualifying authorities, including the City Council, to borrow at 0.2% below the standard rates set out above. This “certainty rate” initiative provides a small reduction in the cost of future borrowing.

Regular monitoring continues to ensure identification of any opportunities to reschedule debt by early repayment of more expensive existing loans replaced with less expensive new loans. The premiums payable on early redemption usually outweigh any potential savings.

### **Short Term (Temporary) Borrowing and Investments**

The Council's Treasury Management Team acts daily to manage the City Council's day-to-day cash-flow, by borrowing or investing for short periods. By holding short term investments, such as money in call accounts, authorities help ensure that they have an adequate source of liquid funds.

Returns provided by the Council's short-term investments yielded an average interest rate of 5.26% over the last quarter. This rate of return reflects low risk investments for short to medium durations with UK banks, Money Market Funds, Certificates of Deposits, other Local Authorities, Registered Providers, and companies in the form of corporate bonds.

Although the level of investments varies from day to day with movements in the Council's cash-flow, investments held by the City Council identified as a snapshot at the reporting stages were: -

	<b>As at 31st March 2024 £m</b>	<b>As at 30<sup>th</sup> June 2024 £m</b>
Banks and Building Societies	0.0	0.0
Local Authorities	10.0	27.5
Money Market Funds	15.0	34.1
Corporate Bonds	0.0	0.0
HM Treasury	0.0	0.0
<b>Total</b>	<b>25.0</b>	<b>61.6</b>

### **External Investments**

In addition to the above in-house investments, a mix of Collective Investment Schemes or "pooled funds" is used, where investment is in the form of sterling fund units and not specific individual investments with financial institutions or organisations. The pooled funds are generally AAA rated; are highly liquid, as cash can be withdrawn within two to four days; and have a short average duration. These investments include Certificates of Deposit, Commercial Paper, Corporate Bonds, Floating Rate Notes, Call Account Deposits, Property and Equities. However, they are designed to be held for longer durations allowing any short-term fluctuations in return due to volatility to be smoothed out. In order to manage risk these investments are spread across several funds (CCLA, Schroders, Ninety-One Investec, Columbia Threadneedle and M&G Investments).

Returns provided by the Council's pooled funds yielded an average interest rate of 5.48% over the last 12 months. At 30 June 2024 the pooled funds were valued at £27.1m (£27.1m at 31 March 2024), against an original investment of £30m (a deficit

of £2.9m). All seven pooled funds show a deficit value but returns on these investments remain strong. As world economies improve and interest rates become lower, then values should improve. The property market still hasn't bottomed out, but the fund is being actively managed to provide good returns. There remains an expectation that the full value for each pooled fund will be recovered over the medium term - the period over which this type of investment should always be managed. Current accounting rules allow any 'losses' to be held on the Council's balance sheet and not counted as a revenue loss. The override to the accounting rules is due to expire on 31 March 2025 and thereafter it is likely that capital value losses will have to be taken to revenue. These investments will continue to be monitored closely and are likely to be redeemed when they reach par value.

### **Prudential Indicators and the Prudential Code**

Under the CIPFA Prudential Code for Capital Finance authorities are free to borrow, subject to them being able to afford the revenue costs. The framework requires that authorities set and monitor against Prudential Indicators relating to capital, treasury management and revenue issues. These indicators are designed to ensure that borrowing for capital purposes is affordable, sustainable and prudent. The purpose of the indicators is to support decision making and financial management, rather than illustrate comparative performance.

The indicators, together with the relevant figures as at 30 June 2024 are included in **Appendix 4** to the report. This highlights that the City Council's activities are within the amounts set as Performance Indicators for 2024/25. Specific points to note on the ratios are:

- The Upper Limit on Variable Interest Rate Exposures (indicator 9) sets a maximum amount of net borrowing (borrowing less investments) that can be at variable interest rates. At 30 June 2024 the value is -£64.3m (minus) compared to £99.1m within the Treasury Management Strategy, reflecting the fact that the Council has more variable rate investments than variable rate borrowings at the current time.
- The Upper Limit on Fixed Interest Rate Exposures (indicator 9) sets a maximum amount of net borrowing (borrowing less investments) that can be at fixed interest rates. At 30 June 2024 the value is £221.0m compared to £495.9m within the Treasury Management Strategy, reflecting both the level of actual borrowing and that a significant proportion of the Council's investment balance is at a fixed interest rate.

## **2.5 Commercial Investment Strategy – Loans and Shares**

The Council's Commercial Investment strategy is designed to ensure there are strong risk management arrangements and that the level of commercial investments held in the form of shares, commercial property and loans to external organisations, are proportionate to the size of the Council. In doing this the strategy includes specific limits for the total cumulative investment through loans and shares. The total combined limit for 2024/25 is £125m, against which there are £108m of existing commitments: -

	Limit	Actual 31 <sup>st</sup> March 2023	Committed and Planned 2023/24	Total	Headroom
	£m	£m	£m	£m	£m
Shares	55.0	52.1	0.0	52.1	2.9
Loans	70.0	55.1	1.9	57.0	13.0
	<b>125.0</b>	<b>107.2</b>	<b>1.9</b>	<b>109.1</b>	<b>15.9</b>

The committed or planned total of £1.9m includes a number of loan facilities to lend which may not necessarily be taken up, although the Council is committed to provide the funds if requested.

### 3. Results of consultation undertaken

3.1 None

### 4. Timetable for implementing this decision.

4.1 There is no implementation timetable as this is a financial monitoring report.

### 5. Comments from the Director of Finance and Resources (Section 151 Officer) and the Director of Law and Governance

#### 5.1 Financial implications

#### Revenue

The net quarter 1 forecast reflects a continuing serious position for the Council. The net forecast, after significant management action is a **£7.1m revenue overspend** and incorporates a range of intractable ongoing issues and the persistence of inflationary pressures which continues to impact finances into 2024/25. Actions taken, and set out below, are of a largely one-off nature, meaning the **underlying position remains significantly higher**.

At this stage of the monitoring cycle there is a real and significant threat that the Council will not be able to balance its revenue position by year-end without the use of reserve contributions, and without further urgent and ongoing action, **will increase the initial 2025/26 MTFS gap approved by Council in February 2024**.

These circumstances continue to be common to councils across the country with instances of financial stress again being widely reported. The failure of the local government finance system to tackle issues around social care funding plus the continued legacy impact of inflation, have placed many councils in a perilous financial position.

The trend for cost-of-service delivery has generally over time reflected an upwards trajectory, reflecting prevailing inflation and market conditions. However, the unprecedented levels of inflation in the last couple of years has affected all service delivery costs such that 2022/23, through to 2024/25 and beyond, reflect a very steep relative upward trend for the Council's key service costs.

Although the Council had budgeted for significant levels of inflation based on current information, the 2024/25 pay offer has not yet been accepted by the trade unions and therefore it is unknown whether this will present an additional pressure once accepted.

Continuing difficulties in the external markets for both children and adults are well documented but issues including the cost of highly complex cases and higher than planned levels of inflationary increases in placement costs have persisted to apply pressure to the budgetary provision included within the Council's budget.

### **Management Action**

This difficult position carries on from that faced in 2023/24 when the Council needed to balance its financial outturn position using £1.8m of reserves. Such a solution would be the Council's backstop position for 2024/25 but is one that the Council should be anxious to avoid. The Council holds limited reserve balances and recognises that such an approach is not sustainable in the medium term. It is therefore imperative to identify and adopt approaches that help the Council to manage its short-term pressures, whilst at the same time supporting the outlook for 2025/26 and medium-term financial problems.

The Council's Leadership Team has instigated a range of immediate responses and is in the process of taking forward other actions. The following actions used to mitigate the underlying pressures have been taken so far:

- Robust challenge and review of forecasts
- Continuation of Recruitment controls
- Alternative funding opportunities from grant/reserves

As these are primarily one-off solutions, the Leadership Team have also requested that Financial Management support Directors and budget managers to:

- identify options and service impact of reducing ongoing spend levels to within budget for political decision.
- Restrictions to cease non-essential spend.
- undertake a comprehensive review of service reserves.
- identify technical options to resource switch.
- undertake a comprehensive review of service and policy options.

These 'policy' options would require political consideration of cost reduction initiatives which have previously been viewed as unfavourable. Officers will produce a series of options for consideration by Members as appropriate, to mitigate the pressures in 2024/25, but importantly for 2025/26 and beyond.

The above gives sufficient assurance that the Director of Finance and Resources does not need to take any extra-ordinary action at this stage to respond to the financial position (such as issuing a Section 114 Notice) either in respect of 2024/25 or future years. However, Cabinet should be in no doubt that the underlying position for 2024/25 is again incredibly challenging. Additionally, without fundamental change in the funding regime for Local Government, the Council will continue to face some difficult choices in respect of 2025/26 and future years.

## **Capital**

The Council's Capital Programme continues to include a range of strategically important schemes across the city. This continues to be a large mostly grant funded programme continuing the trend of recent years. The programme includes major scheme expenditure on secondary schools' expansion, Very Light Rail, disabled facilities grant (DfG), construction of Woodlands School, City Centre South and delivery of the City Centre Cultural Gateway development.

### **5.2 Legal implications**

There are no legal implications arising at this stage.

The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables Cabinet to remain aware of issues and understand the actions being taken to maintain a balanced budget.

## **6. Other implications**

### **6.1 How will this contribute to the One Coventry Plan**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The Council monitors the quality and level of service provided to the citizens of Coventry and the key objectives of the One Coventry Plan. As far as possible it will try to deliver better value for money and maintain services in line with its corporate priorities balanced against the need to manage with fewer resources.

### **6.2 How is risk being managed?**

The need to deliver a stable and balanced financial position in the short and medium term is a key corporate risk for the local authority and is reflected in the corporate risk register. A recent reassessment indicates that the Council now faces a greatly increased level of risk in this area, described in section 5. Good financial discipline through budgetary monitoring continues to be paramount in managing this risk and this report is a key part of the process. A range of urgent actions has been set out in response to the Council's financial position. It is vital that Council officers and members are aware of the current financial challenge and activity across the second quarter of the year including the measures outlined will provide some indication of the direction of travel for the remainder of the year. This in turn will dictate the extent to which the bottom line can be moved significantly closer to a balanced position.

### **6.3 What is the impact on the organisation?**

It remains important for the Council to ensure that strict budget management continues to the year-end. The Council may be forced to make some difficult policy choices over the coming months especially in areas that do not have a strict statutory basis, and which involve material levels of discretionary and flexible expenditure.

#### **6.4 Equalities / EIA**

No current policy changes have been proposed but the possibility remains that the Council may need to consider changes to existing services through the year. If this is the case, the Council's equality impact process will be used to evaluate the potential equalities impact of any proposed changes.

#### **6.5 Implications for (or impact on) Climate Change and the environment**

No impact at this stage although climate change and the environmental impact of the Council's decisions are likely to feature more strongly in the future.

#### **6.6 Implications for partner organisations?**

No impact.



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## Appendix 1

### **Revenue Position: Detailed Directorate Breakdown of Forecasted Outturn Position**

Table 1 below shows budget variations analysed between those that are subject to a centralised forecast variance and those that are managed at service level (termed “Budget Holder Variance” for the purposes of this report). The Centralised budget areas relate to salary costs – the Council applies strict control over recruitment such that managers are not able to recruit to vacant posts without first going through rigorous processes. In this sense managers have to work within the existing establishment structure and salary budgets are not controlled at this local level. The Centralised salaries and Overheads under-spend of £4.7m shown below is principally the effect of unfilled vacancies.

**Table 1**

Service Area	Revised Net Budget	Forecast Spend	Centralised Variance	Budget Holder Variance	Total Variance
	£m	£m	£m	£m	£m
<b>Adult Services and Housing</b>	129.8	132.9	(1.7)	4.8	3.1
<b>Childrens and Education</b>	112.3	114.0	(1.3)	3.0	1.7
<b>Finance and Resources</b>	12.2	12.1	0.2	(0.2)	0.0
<b>Legal and Governance Services</b>	8.1	8.7	(0.1)	0.7	0.6
<b>People and Organisation Development</b>	0.9	1.5	0.3	0.3	0.6
<b>Property Services and Development</b>	(9.3)	(7.4)	(0.5)	2.5	2.0
<b>City Services</b>	40.6	43.6	(0.5)	3.6	3.0
<b>Public Health</b>	(1.0)	(1.0)	(0.2)	0.2	0.0
<b>Planning and Performance</b>	6.1	5.7	0.1	(0.5)	(0.4)
<b>Policy and Communication</b>	0.0	0.1	0.1	0.0	0.1
<b>Regeneration and Economy Dev</b>	7.7	8.5	(1.1)	1.9	0.8
<b>Contingency &amp; Central Budgets</b>	(30.3)	(34.7)	0.0	(4.4)	(4.4)
<b>Total</b>	<b>277.1</b>	<b>284.0</b>	<b>(4.7)</b>	<b>11.9</b>	<b>7.1</b>

**Table 2:**

Service Area	Reporting Area	Explanation for variance from budget	Total Forecast variance £m
Adult Services	Strategic Commissioning (Adults)	The underspend relates to New Homes for Old Private Finance Initiative additional client fee income above budget and the continuation of lower transport costs to day opportunities.	(0.5)
Adult Services	Adult Social Care Director	This overspend is an accumulation of smaller overspends across salary budgets as well as a contribution of £45k to an integrated ICT solution to support the operationalising of Local Integrated Teams with University Hospital Coventry & Warwickshire.	0.1
Adult Services	Adult Social Care Business & Financial Management	The underspend relates to the decommissioning of the Electronic Call Monitoring system and staff vacancies which are in the process of being recruited to.	(0.2)

Adult Services	Partnerships and Social Care Operational	The overspend relates to additional agency staff costs due to a large number of vacancies. This overspend is only partly offset by underspends due to those staff vacancies.	0.2
Adult Services	Localities and Social Care Operational	The overspend relates to additional agency staff costs due to a large number of vacancies. This overspend is only partly offset by underspends due to those staff vacancies.	0.3
Adult Services	Community Purchasing Mental Health	The community purchasing budget is managed as a whole - please refer to the explanation against 'Community Purchasing Other'.	3.8
Adult Services	Community Purchasing Other	The budget for purchasing packages of care for adults and older people in adults social care continues to see significant pressures. The largest element of the overspend (£1M) relates to the high cost of some children transitioning to adulthood with overall transitions spend is increasing due to the complexity of need of service users. As well as increased activity across existing service users resulting in higher average package costs. The service has also seen an increase in the total number of packages of care during Q1 (£0.6M) with greater spend incurred in All Age Disability and Mental Health. Increased activity reflects the complexity of the casework and the higher needs of those seeking our support across adult services with increased demand projected during the year (£0.7M). Scrutiny continues across all areas where budgets are authorised to ensure cost effectiveness and escalation where appropriate when people meet Continuing Health Care (CHC) or joint funding criteria.	(1.6)
Housing & Homelessness	Housing and Homelessness	The number of families and single people seeking assistance with housing issues and subsequently the number being placed in Temporary Accommodation increased at a higher level than expected at the start of the year and continues to increase during 24/25 (£0.7M). A range of different additional temporary accommodation provision is being sought as part of the Medium-Term Financial Strategy, however delays to one of the proposed schemes is resulting in a pressure against the delivery target (£0.2M). A number of actions have been taken to seek to increase prevention and move people on to longer term provision more quickly.	1.0
<b>TOTAL Adult Services &amp; Housing</b>			<b>3.1</b>

Children's Services	Corporate Parenting and Sufficiency	<p>There is a £2.3m forecast overspend on placements for children in care. This figure takes into account income from central government for unaccompanied asylum-seeking children which ensures these children do not contribute to the budgetary pressure. The pressure relates to the use of external residential children's homes and high-cost spot placements due to a lack of sufficiency in the market and higher voids across block and internal homes than budgeted. This is despite a decrease in the number of children in care and overall numbers being in line with our planning assumptions.</p> <p>In addition to the Residential Strategy &amp; Fostering Excellence program, a number of actions are being taken to address this pressure; increase occupancy in internal and block residential children's homes, recommission Regional frameworks (both currently under review) to increase the number of children cared for by framework providers, progress hard to place contracts and move children, when appropriate, to alternative internal / framework provision following review of all children living within a children's home.</p> <p>The overall position is mitigated by underspends and use of reserves across other areas of the service including a £1m forecast underspend for Special Guardianship allowances, where the activity is below the level anticipated when the budget was set.</p>	1.0
Children's Services	Help & Protection	The variance is predominantly due to a £0.6m forecast underspend across Family Hubs and Early Help, where due to staffing vacancies staff costs are expected to be below budget.	(0.7)
Children's Services	Children in Care, Children with Disabilities & Care Leavers	The variance is predominantly due to an overspend of £1.2m in the Children's Disability Team, due to an increase in both demand and prices for short breaks & direct payments. We are currently in the process of retendering our short breaks contracts to ensure 'best value' and reduce high-cost support spend. This has been offset in part by a £0.3M contribution from reserves.	1.0
Education Services	SEND & Specialist Services	SEND Transport is forecasting an overspend of £510k. The forecast demand and cost of home to school travel assistance for the new academic year, is based on the following assumptions: The increase in EHCPs will mirror demand for the 2023/24 year; the proportionality of placements between mainstream and specialist will not change and the mode of travel will continue to require taxi provision as Coventry's fleet capacity will be exhausted. In September 24 service demand forecasts can be revised based on actual rather than forecast demand providing more certainty. A mid-year revision of the internal passenger service central costs has resulted in a £300k budget	0.4

		pressure. The impact of post 16 contributory changes will be evident and strong mitigation action from the service end to end process review will aim to reduce unit costs for eligible travellers in Qtr3 and Qtr4 (2024/25 academic year).	
Education Services	Education Entitlement	A proportion of the underspend (circa £33K) is as a result of reduced expenditure on school bus passes. The number of pupils eligible for bus passes is based on statutory criteria and policy and has not reduced, but we are now only charged where passes are used. There is also an underspend against the Virtual School (circa £110K) linked to staffing vacancies and utilisation of additional grant funding where appropriate.	(0.1)
Education Services	Education Improvement & Standards	An overspend of circa £200K across Schools Trade Union costs is partly offset by an underspend on historic pension costs. The slightly worsened position on Schools Trade Union is linked to inflation and lower amounts of de-delegated funding. Historic pension costs expenditure will continue to reduce over time as there are no new commitments against this.	0.1
<b>TOTAL Childrens and Education</b>			<b>1.7</b>
Finance and Corporate Services	Revenues and Benefits	Temporary staffing costs to address workload fluctuations resulting from a buoyant tax base.	<b>0.2</b>
Finance and Corporate Services	Financial Management	A number of vacancies existed, largely at the start of the financial year whilst recruitment to a new structure took place.	<b>(0.1)</b>
Finance and Corporate Services	Other Variances Less than 100K		<b>(0.1)</b>
Digital & Customer Services	Customer and Business Services	Customer and Business Services is currently implementing a revised structure to deliver a more strategic approach to service delivery. To meet all the expectations on the service and deliver organisational priorities recruitment to key leadership and essential roles is taking place to drive change forward. This new approach means it is forecast that not all the service turnover target can be delivered.	<b>0.1</b>
Digital & Customer Services	ICT & Digital	A number of one-off underspends has been partially offset by the on-going pressure of £445K arising from under-recovery of schools and academies income, under-achievement of Turnover Target and £100K on the Worker Profile savings target. Work is on-going to ensure achievement of this savings target during the latter part of this year.	<b>(0.1)</b>
<b>TOTAL Finance and Resources</b>			<b>0.0</b>

Legal and Governance Services	Legal Services	Agency used to cover capacity need to support Childrens, Adults and Education. Will be reviewed and updated in Q2 depending on recruitment outcomes.	0.7
Legal and Governance Services	Procurement	Benefits of prompt payment scheme plus vacancies.	(0.2)
Legal and Governance Services	Democratic Services	Agency usage and unfunded posts in Information Governance to meet demands on service (business case pending)	0.1
TOTAL Legal and Governance Services			0.6
People and Organisation Development	Employment Services	The overspend mainly relates to a reduction in income from external organisations totalling £130K, £50K remaining from the £150K MTFS target plus under-achievement of Turnover Target. Changes to the team structure have taken place in order to reduce costs and further changes are planned. The impact of this is included in the costs reported as progress towards the MTFS target.	0.3
People and Organisation Development	Employment Policy & Practice	The overspend mainly relates to the unfunded Job Evaluation Team posts £127K, some additional cost of covering sickness plus under-achievement of Turnover Target	0.2
People and Organisation Development	Other Variances Less than 100K		0.1
TOTAL People and Organisation Development			0.6
Property Services and Development	Commercial Property and Development	Our void commercial properties see a net pressure of c£892k covering a mixture of loss of income and the associated costs. £823k costs are based on an annual and final projection for 24/25 of the holding costs for the City Centre South property which includes NNDR these two areas form the majority of the overspend. The retail market see pressure of £169k as the costs for supplies and services exceed our budget provision. The balance is smaller pressure for agency and service charges	2.0
TOTAL Property Services and Development			2.0
Highways	Highways	This service is forecasting an overspend of £821K more than half of which (£460K) relates to repair of highways defects including potholes. Whilst efforts are being made to reduce costs the nature of the work is largely reactive which makes this difficult. Other pressures include £224K for Flood Risk management and drainage arising from a delay in achieving increased income (progress is being made) plus agency costs and £122K on Highways Inspectors.	0.8
Transport Policy & Innovation	TH Management & Support	The variance is largely due to interim management arrangements	0.1

Transport Policy & Innovation	Transport Policy	The variance is mainly to the use of agency staff where costs cannot be recharged to projects	0.1
Environmental Services and Development	Planning Services	Q1 Planning Application fee income is broadly in line with projections and ahead of the last two years at the same time. However, the number of applications is still below the forecast required even with the price increase. Total deficit c£227k. There is also a pressure in the current year relation to costs associated with undertaking the Local Plan review of £186k	0.4
Environmental Services and Development	Streetpride & Parks	The overall variation across Streetpride and Parks c£723k, which includes; a) £160k non achievement of an historic savings target partly linked to Coventry Funeral Service b) A reduction of c £143k in income from the activities across Parks, including Hermit's Hollow which hasn't done as well as predicted, c) a deficit of c £250k on Traveller Incursion which includes costs associated with prevention, clean up and evictions c£100k and non-achievement of additional savings of c£150k to be achieved via the provision of a Transit Site and d) A reduction in income from Car Park in Parks c£163k	0.7
Environmental Services and Development	Waste & Fleet Services	This net overspend of £692k across Waste & Fleet Services is because of: a) increased Waste Disposal costs c£311k - an increase in void tonnage costs (external partners not using our landfill contracts) and higher than expected Garden Waste tonnages as subscriptions to the paid for service is approximately 30% higher than forecast. This is being partly offset by use of £180k EMR. b) Additional transport costs at the Waste Transfer Station of c£150k. This service is now being provided by a 3rd party. c)Additional staffing costs re: waste collection - some increased costs related to the provision of the paid for Garden Waste service, but mostly due to additional staff/spot hire vehicles during April & May whilst the new structure and T&C's were being implemented c£353k. This has been partly offset by additional income relating to the Garden Waste service of -£30k d) There are also some smaller pressures in Commercial Waste c£16k (residual costs associated with capital financing), Fleet Services c£42k reduced income.	0.7
City Services	Other Variances Less than 100K		0.2
TOTAL City Services			3.0

Planning and Performance	Transformation Programme Office	Underspend represents a release of funding previously held in reserve	(0.2)
Planning and Performance	Public Health - Migration	Underspend represents a release of funding previously held in reserve	(0.4)
Planning and Performance	Libraries, Advice, Health & Information Services	Overspend is largely due to non-delivery of staff turnover and income targets. Traded service is reporting increased up-take however currently awaiting completion of Academy SLAs. This will be monitored and if necessary, a revised forecast for other budgets will be prepared for Q2.	0.2
TOTAL Planning and Performance			(0.4)
Policy and Communication	Variances Less than 100K		0.1
TOTAL Policy and Communication			0.1
Regeneration and Economy Dev	Culture, Sports, Events & Destination	£504k Culture Sports & Events overspend principally due to; one-off Collection Centre holding costs of £362k pending mobilisation of the construction project on site and £157k current profiled variation (including £80k historic income target) for St Mary's Guildhall pending further management action in Q2-Q4	0.5
Regeneration and Economy Dev	Regen & Economy Management Support	Overall, within the management and support forecast c£172k pressure this in the main shortfall c£140k of income against a challenging income target for sponsorship income, and small pressure against turnover targets as fully established.	0.2
Regeneration and Economy Dev	Other Variances Less than 100K		0.1
TOTAL Regeneration and Economy Dev			0.8
Contingency & Central Budgets	Revenue AFC	Favourable variances within corporate contingency budgets of £4.9m, which includes the £3.2m grant announced in the final government settlement in February 2024 which was allocated to corporate contingencies. This is being offset by an adverse variance (£1.1m) which is due to a forecast underachievement of 24/25 savings targets relating to the One Coventry programme, where detailed work is in progress to fully develop the scope and potential impact of the proposals, to inform implementation	(3.8)
Contingency & Central Budgets	Treasury Management	£0.6m Surplus on Asset Management Revenue Account, relating to increased planned income from CWSDC dividend income and increased Service loan interest.	(0.6)
TOTAL Contingency & Central Budgets			(4.4)
Total Budget Holder Outturn Variances			7.1



## Appendix 2

### Capital Programme Approved / Technical Changes

SCHEME	EXPLANATION	£m
Local Network Improvement Programme (LNIP) - Green Light Fund	In March 2024 the Department for Transport awarded £0.6m Green Light Fund grant, to provide funding to tune up traffic signals to better reflect current traffic conditions and get traffic flowing.	0.6
A45 Overbridge - Eastern Green	The awarded £15.6m from Homes England for the delivery of the A45 Overbridge at Eastern Green has now been fully drawn down and passported over to the developer. As Coventry City Council are the accountable body for the delivery of the scheme, there is a legal agreement that the process moving forward will entail the developer re-imbursing CCC all invoiced amounts prior to CCC paying these funds over to the contractor. This ensures no financial risk to CCC.	2.7
Onstreet Residential Charge points Phase 9a and 9b	Report taken to Cabinet 14th February 2023 - Electric Vehicle Charging Infrastructure. Bids were submitted to Office for Zero Emissions Vehicles, which resulted in successfully securing £0.4m for Onstreet Residential charge points phase 9a and 9b.	0.4
Education - Basic Need Section 106 Programme	S106 Funding received that will support the secondary school's expansion programme, this includes Lyng Hall, Ernesford Grange and President Kennedy school.	3.1
Education - Condition Programme	The Department for Education updated in May 2024 the school condition allocation that Coventry City Council will receive. These confirmed allocations are greater than had been assumed at the time of setting the capital budget at February 2024. This funding is to maintain and improve the condition of school buildings and grounds.	3.5
Social Housing Decency Fund	Technical Adjustment to re-align the capital programme	(2.1)
Miscellaneous	Schemes below £250k threshold	(0.1)
<b>TOTAL APPROVED / TECHNICAL CHANGES</b>		<b>8.1</b>

### Appendix 3

#### Capital Programme: Analysis of Programme Acceleration/(Rescheduling)

SCHEME	EXPLANATION	£m
Education - Basic Need Programme	The additional section 106 funding received will fund basic need expenditure this financial year, resulting in grant funding being reprofiled into futures years.	2.8
Housing - Disabled Facilities Grants	The introduction of an allocation system to the Health Information Organisation will increase job delivery. A reviewal of our current specification of level access showers and increased specification in line with the Foundations report will increase costs by around 50%, these account for 75% of our workload. Prices for extensions have greatly increased due to inflation and cost of materials. Premiere mobility, who supply hoists and lifts, have been agreed a 4% increase in costs and also demand for lifts has increased, estimated spend of £1.3m for this year.	3.2
<b>TOTAL RESCHEDULING</b>		<b>6.0</b>

## Appendix 4

### Prudential Indicators

Indicator	per Treasury Management Strategy 2024/25	As at 30 June 2024
<b>Ratio of Financing Costs to Net Revenue Stream (Indicator 1)</b> , This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.	14.94%	14.43%
<b>Gross Borrowing should not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) at 31<sup>st</sup> March 2023 plus the estimates of any additional CFR in the next 3 years (Indicator 2)</b> , illustrating that, over the medium term, net borrowing (borrowing less investments) will only be for capital purposes. The CFR is defined as the Council's underlying need to borrow, after taking account of other resources available to fund the capital programme and is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue.	Estimate / limit of £525.9m	£254.0m Gross borrowing within the limit.
<b>Authorised Limit for External Debt (Indicator 5)</b> , This statutory limit sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council. Borrowing at this level could be afforded in the short term but is not sustainable. The Authorised limit has been set on the estimated debt with sufficient headroom over and above this to allow for unexpected cash movements.	£545.9m	£254.0m is less than the authorised limit.
<b>Operational Boundary for External Debt (Indicator 6)</b> , This indicator refers to the means by which the Council manages its external debt to ensure it remains within the statutory Authorised Limit. It differs from the authorised limit as it is based on the most likely scenario in terms of capital spend and financing during the year. It is not a limit and actual borrowing could vary around this boundary for short times during the year.	£525.9m	£254.0m is less than the operational boundary.
<b>Upper Limit on Fixed Rate Interest Rate Exposures (Indicator 9)</b> , These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The Upper Limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could impact negatively on the overall financial position.	£495.9m	£221.0m

<b>Upper Limit on Variable Rate Interest Rate Exposures (Indicator 9)</b> , as above highlighting interest rate exposure risk.	£99.1m	-£64.3m
<p><b>Maturity Structure Limits (Indicator 10)</b>, This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, thereby managing the effects of refinancing risks. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.</p> <p>&lt; 12 months  12 months – 24 months  24 months – 5 years  5 years – 10 years  10 years +</p>	<p>0% to 50%  0% to 20%  0% to 30%  0% to 30%  40% to 100%</p>	<p>5%  17%  5%  16%  57%</p>
<b>Investments Longer than 364 Days (Indicator 11)</b> , This indicator sets an upper limit for the level of investment that may be fixed for a period greater than 364 days. This limit is set to contain exposure to credit and liquidity risk.	£30m	£0.0m



Coventry City Council

## Public report

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**Report to**

Audit and Procurement Committee

30<sup>th</sup> September 2024

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director approving submission of the report:**

Director of Finance and Resources

**Ward(s) affected:**

City Wide

**Title:**

Whistleblowing Annual Report 2023-24

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**Is this a key decision?**

No – this is a monitoring report

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**Executive summary:**

The purpose of this report is to provide the Audit and Procurement Committee with a summary of the concerns raised under the Council's Whistleblowing Policy during 2023-24 and the Council's response to the issues, including any organisational learning to prevent similar reoccurrences.

**Recommendations:**

Audit and Procurement Committee is recommended to note and consider the summary of whistleblowing concerns raised during 2023-24 and confirm its satisfaction with the actions taken to respond to the issues raised.

**List of Appendices included:**

None

**Background papers:**

None

**Other Useful Documents:**

Whistleblowing Policy 2017

<https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=553&MID=11091>

**Has it or will it be considered by Scrutiny?**

No other scrutiny consideration other than the Audit and Procurement Committee

**Has it, or will it be considered by any other Council Committee, Advisory Panel, or other body?**

No

**Will this report go to Council?**

No

## **Report title: Whistleblowing Annual Report 2023-24**

### **1. Context (or background)**

- 1.1 Whistleblowing is the making of a protected disclosure as found in Part IVA of the Employment Rights Act 1996 (and as amended by the Public Interest Disclosure Act 1998) and is reflected in the Council's Whistleblowing Policy 2017. This qualifies employees (including agency workers) for legal protection against detriment or unfair dismissal if they make a disclosure in the public interest. To qualify, the disclosure must also fall within one of the following grounds:
- A criminal offence
  - Breach of any legal obligation
  - Miscarriages of justice
  - Danger to health and safety
  - Damage to the environment
  - The deliberate concealing of information about any of the above
- 1.2 The Council's Whistleblowing Policy makes it clear that all concerns raised about actual or potential misconduct or wrongdoing in the Council are taken seriously. For matters relating to fraud and corruption, these are considered by the Chief Internal Auditor. All other concerns which fall under one of the grounds listed above are considered by the Council's Monitoring Officer.
- 1.3 This report provides a summary of the concerns raised under the Council's Whistleblowing Policy during 2023-24 and the Council's response to the issues and is presented to the Audit and Procurement Committee in order to discharge its responsibility, as reflected in its terms of reference "to monitor Council policies on whistleblowing and the fraud and corruption strategy".
- 1.4 In order to protect the confidentiality of whistleblowers and other parties involved, no information is included in this report that could lead to the identification of a whistleblower or the subject of the whistleblowing or compromise the confidentiality of an on-going investigation.

### **2. Options considered and recommended proposal**

- 2.1 During 2023-24, the Council received eleven whistleblowing disclosures. Of these, three were made by a third party and as such, the legal protection afforded to employees who raise concerns does not extend to these individuals. However, the Council considers that any disclosure made by members of the public should be treated in the same way as disclosures made by employees and consequently have made every reasonable effort to protect all individuals under the whistleblowing process.
- 2.2 Action has also been taken during the year to review the Council's "I have a concern" intranet page and promote it across the Council.

- 2.3 A summary of the disclosures made by type and service area is provided in Table One below.

**Table One – Whistleblowing Disclosures 2023-24**

Number	Nature of concern (grounds for whistleblowing)	Service area
1	Breach of legal obligations Fraud and Corruption	Regulatory Services
2	Fraud and Corruption	Housing & Homelessness
3	Breach of legal obligations	Adult Social Care
4	Criminal offence	Environmental Services
5	Criminal Offence	Environmental Services
6	Fraud and Corruption	Housing & Homelessness
7	Breach of legal obligations	Regulatory Services
8	Fraud and Corruption	Adult Social Care
9	Breach of legal obligations	Children's Services
10	Breach of legal obligations	Children's Services
11	Breach of legal obligations	Digital Services

- 2.4 Whilst all concerns are taken seriously, the response will differ on a case-by-case basis. In some cases, if the disclosure has been made anonymously and insufficient details have been provided, the Council may be restricted in the action it can take. However, typically a preliminary fact-finding investigation will be undertaken which if required, will result in a full investigation and formal action being considered. A summary of the responses to the disclosures made in 2023-24 are provided in Table Two below.

**Table Two – Responses to Whistleblowing disclosures 2023-24**

Number	Response
1	Partially Substantiated – management action taken to ensure compliance with regulatory standards.
2	Substantiated – the Council withdrew the application for assistance and rescinded its duty to provide temporary accommodation.
3	No further action – the Whistleblower withdrew the complaint.
4	Disciplinary investigation – not substantiated but alternative action agreed to terminate employment.
5	Preliminary fact-finding investigation – not substantiated.
6	Preliminary fact-finding investigation – not substantiated.



7	No further action – response provided to re-iterate previous outcome.
8	Preliminary fact-finding investigation – not substantiated.
9	Preliminary fact-finding investigation - not substantiated but management action to provide training and make improvements to the accessibility of information for staff.
10	Preliminary fact-finding investigation - not substantiated but management action to provide training and make improvements to the accessibility of information for staff. (Relates to case 9 above)
11	No further action – did not satisfy grounds for whistleblowing.

**2.5 Learning from disclosures** – Where appropriate, responsible officers will identify learning points from any issues raised and ensure that they are acted upon to prevent similar issues recurring. If required, this includes consideration of whether there are any systematic improvement actions for the wider organisation. As detailed above, in three cases considered in 2023-24 management action was agreed.

**2.6 Benchmarking** – Benchmarking data on local authority whistleblowing cases has not been published since 2020, so it is not possible at the current time to consider whether the Council's figures for 2023-24 remain comparable to the current national average. It is also worth noting that employees do not have to use the Whistleblowing Policy to raise concerns and are able to resolve matters using other routes if they wish to do so, for example through discussion with their line manager or reporting concerns to one of the “prescribed persons” set out in the Public Interest Disclosure (Prescribed Persons) Order 2014, such as the Health and Safety Executive.

### **3. Results of consultation undertaken**

None

### **4. Timetable for implementing this decision**

There is no implementation timetable as this is a monitoring report.

### **5. Comments from the Director of Finance and Resources and the Director of Law and Governance**

#### **5.1 Financial Implications**

There are no specific financial implications associated with this report. Effective whistleblowing arrangements assists the Council to ensure that any misconduct / wrongdoing which could have a detrimental financial impact on the Council is appropriately dealt with.

## **5.2 Legal implications**

Review of the Council's arrangements for whistleblowing on an annual basis ensures that the organisation continues to meet its statutory obligations in respect of whistleblowing legislation and represents good governance.

## **6. Other implications**

### **6.1 How will this contribute to achievement of the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The Whistleblowing Policy assists in contributing to the objective of improving outcomes and tackling inequalities within our communities. The policy helps to achieve this by encouraging the raising of concerns in order to help to protect our most vulnerable people.

### **6.2 How is risk being managed?**

The legislation gives all employees protection from suffering any detriment as a result of making a protected disclosure. Whilst members of the public are not protected by law, the Council treats all whistleblowers in the same way. Information is available to employees and members of the public on how they can access the Council's whistleblowing process and the Council considers actions to raise awareness. Assurance that concerns are dealt with effectively is provided to the Council's Audit and Procurement Committee through this annual report.

### **6.3 What is the impact on the organisation?**

Where an investigation establishes that misconduct / wrongdoing has taken place, appropriate action would be taken, including, where appropriate use of the Council's formal disciplinary procedure and / or referring matters to third party organisations including the police.

### **6.4 Equalities / EIA**

Section 149 of the Equality Act 2010 imposes a legal duty on the Council to have due regard to three specified matters in the exercise of their functions:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The "protected characteristics" covered by section 149 are race, gender, disability, age, sexual orientation, religion or belief, pregnancy and maternity and gender

reassignment. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnership.

The Council acting in its role as investigator / Prosecutor must be fair, independent, and objective. Views about the ethnic or national origin, gender, disability, age, religion or belief, political views, sexual orientation, or gender identity of the suspect, victim or any witness must not influence the Council's decisions.

**6.5 Implications for (or impact on) climate change and the environment**

None

**6.6 Implications for partner organisations**

None

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Chief Internal Auditor

**Service:**

Finance and Resources

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<b>Contributors:</b>				
Michelle Salmon	Governance Services Officer	Law and Governance	12/09/24	12/09/2024
Tina Pinks	Finance Manager Corporate Finance	Finance and Resources	12/09/24	19/09/2024
<b>Names of approvers: (officers and members)</b>				
Barry Hastie	Director of Finance and Resources	-	12/09/24	19/09/2024
Julie Newman	Director of Law and Governance	-	12/09/24	16/09/2024
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	12/09/24	12/09/2024
Councillor R Lakha	Chair of Audit and Procurement Committee	-	12/09/24	12/09/2024

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Coventry City Council

## Public report

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### Report to

Audit and Procurement Committee

30<sup>th</sup> September 2024

### Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

### Director approving submission of the report:

Director of Finance and Resources

### Ward(s) affected:

City Wide

### Title:

Annual Governance Statement 2023-24

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### Is this a key decision?

No

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### Executive summary:

The purpose of this report is to provide details of the results of the annual review of effectiveness of the Council's governance arrangements and seek approval for the Annual Governance Statement, which forms part of the Statement of Accounts for 2023-24.

### Recommendations:

Audit and Procurement Committee is recommended to:

- 1) Consider the findings of the review of effectiveness of the Council's governance arrangements and confirm its satisfaction with the level of assurance provided that arrangements are fit for purpose.
- 2) Consider and approve the Annual Governance Statement (attached at Appendix One), which will accompany the 2023-24 Statement of Accounts.

**List of Appendices included:**

Appendix One – Annual Governance Statement 2023-24

**Background papers:**

None

**Other useful documents:**

Annual Governance Statement 2022-23

[Agenda for Audit and Procurement Committee on Monday, 29th January, 2024, 2.30 pm - Coventry City Council](#)

Local Code of Corporate Governance

[Agenda for Audit and Procurement Committee on Monday, 26th June, 2023, 2.30 pm - Coventry City Council](#)

**Has it or will it be considered by scrutiny?**

No

**Has it, or will it be considered by any other Council Committee, Advisory Panel, or other body?**

No

**Will this report go to Council?**

No

## **Report title: Annual Governance Statement 2023-24**

### **1. Context (or background)**

- 1.1 Coventry City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. In discharging this responsibility, the City Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.
- 1.2 To demonstrate such arrangements, the City Council has adopted a Local Code of Corporate Governance, which is consistent with the principles reflected in the CIPFA / SOLACE framework and guidance 'Delivering Good Governance in Local Government' (2016).
- 1.3 The Annual Governance Statement ('AGS') explains how Coventry City Council has complied with the Code and in doing so, reflects the requirements of the Accounts and Audit Regulations 2015 and the Accounts and Audit (Amendment) Regulations 2022, which requires all relevant bodies to conduct a review of the effectiveness of its system of governance and prepare an Annual Governance Statement. The AGS also details key governance / control issues that the Council faces in the coming year.
- 1.4 The AGS is normally presented to Audit Committee in June / July each year to meet the deadline for publication specified in the Accounts and Audit Regulations. Whilst the accounts for 2023-24 have not yet been finalised, the draft statement of accounts for 2020-21, 2021-22 and 2022-23 have been published. As such it is felt appropriate to present the AGS for 2023-24 at this time.

### **2. Options considered and recommended proposal**

- 2.1 Whilst processes are in place to monitor key elements of the governance framework through-out the year, for example through the work of Internal Audit, the Corporate Governance Steering Board and the Council's Audit and Procurement Committee, an annual review is also undertaken as part of the production of the AGS for the year. The purpose of the review is to provide assurance that the arrangements set out in the Local Code of Corporate Governance continue to be fit for purpose and identify key governance issues for the forthcoming year. This annual review considers information from a number of sources with the outcomes reviewed and agreed by the Corporate Governance Steering Board and Leadership Board. For 2023-24, this has included:
  - The outputs from the Internal Audit Service, reflected in an annual report that identifies those issues, which in the opinion of the Chief Internal Auditor, should be considered when producing the Annual Governance Statement.
  - An assessment of compliance with arrangements for declaring interests and gifts and hospitality (members and officers)

- Review of arrangements for meetings, publication of decisions and engagement.
- Levels of complaints and whistleblowing disclosures made.
- Review of the One Coventry Plan and other key strategies such as the Medium-Term Financial Strategy and the Health and Wellbeing Strategy.
- Reports from external bodies during the year. This includes the results from the Corporate Peer Challenge which took place in January 2024.
- Consideration of the Council's Corporate Risk Register.
- An assessment of the Council's performance against the Best Value Standards and Intervention guidance.
- Review of the Annual Performance report for Coventry Municipal Holdings.
- An annual assessment by each Director of the adequacy of governance arrangements / internal controls in relation to their service areas.
- An assessment of the Council's compliance with the principles and standards of the CIPFA Financial Management Code, which supports good practice in financial management and demonstrating financial sustainability.
- Assessment of the role of the S151 Officer against the requirements stated in the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016.)

2.2 Based on the outcomes of the review, the overall opinion that has been reached is that reasonable assurance can be provided that the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The basis of this opinion includes the following key findings from the review:

- The Chief Internal Auditor's opinion that reasonable assurance can be provided that there is generally an effective and adequate framework of governance, risk management and internal control in place designed to meet the Council's objectives.
- There is evidence that the Register of Interests for members is effectively maintained and there is a high level of compliance with the annual declarations of interest exercise for officers.
- A self-assessment of the Council's compliance with the Financial Management Code which has concluded that in overall terms the Council is able to demonstrate compliance with the Code, with a small number of improvement actions highlighted to build on the arrangements already in place and demonstrate delivery in full. The Medium-Term Financial Strategy 2023-26



recognises the financial pressures which exist over the period and sets out a number of strategic policy and financial management assumptions and principles in order to the balance the budget over the medium term. Management action is being taken in relation to the current risks to the Council's financial sustainability and these risks have been widely acknowledged and communicated.

- The One Coventry Plan recognises the importance of continued financial sustainability and the Council's role as partner, enabler and leader as key to achieving outcomes.
- The Adult Education Service was rated as good by Ofsted, alongside the 14 Council maintained Schools which were inspected during the year.
- The number of complaints to the Local Government / Social Care Ombudsman is comparable to similar local authorities / West Midlands Combined Authority.
- Assurance obtained from Directors that there are no significant concerns in relation to governance within their service areas.
- The conclusion that the role of the S151 Officer within the Council meets the principles of the CIPFA statement on the Role of the Chief Financial Officer in Local Government.

2.3 The AGS also details the key governance issues that the Council faces in the coming year. Section 5.2 of Statement, attached at Appendix One, provides details of these areas. Whilst the process of identifying the issues is co-ordinated by the Chief Internal Auditor, it incorporates the views and opinions of senior officers, the Council's Governance Steering Board and Leadership Board. The key issues come from the following processes:

- A review of progress against the actions planned to address significant issues highlighted in the Annual Governance Statement for 2022-23.
- New issues identified as part of the review of effectiveness outlined in section 2.1.

The outcomes from these processes are expanded upon below.

2.4 **Update on issues raised in the Annual Governance Statement 2022-23** – An update on the progress against planned actions in relation to the issues raised in the 2022-23 AGS is provided in section 5.1 of the Statement attached at Appendix One. A review of the 18 issues highlighted in the AGS for 2022-23 has found that these fall into two categories, namely:

2.4.1 Issues which have now been addressed – Three issues have been closed as they are no longer viewed as a significant governance issue facing the Council and will not be carried forward to the 2024-25 action plan:

- Implementation of the Redmond Review into the oversight of local audit and the transparency of local authority financial reporting: The measures indicated by the Redmond Review have not been legislated for and defined and so no action has been required to be implemented by the Council. In the event that any new legislation regarding local authority financial reporting is passed, any actions required by the Council will be implemented.
- Ethical Leadership action plan: The action plan has substantially been completed, including work to refresh and promote the “I have a concern” intranet pages. Whilst financial constraints have prevented the Council from commissioning work to promote the Nolan Principles, this aspect will be covered within planned training on the Code of Conduct.
- Publication of decisions delegated to officers: Arrangements have been put in place with effect from the 2024/25 municipal year.

2.4.2 Carry forward to the 2024-25 Action Plan - A number of governance issues remain in the Annual Governance Statement. These are detailed in section 5.2 of the Statement attached at Appendix One, along with the actions the Council plans to take (or has taken) in 2024-25 in relation to these issues. In summary, the issues that have been carried forward to the 2024-25 Action Plan are as follows:

- Integrate and sustain improvement in Children and Education Services.
- Ensuring delivery of the Council’s vision and corporate objectives, in line with the Medium-Term Financial Strategy.
- Management of increasing demand in relation to homelessness and the associated costs of housing families in temporary accommodation.
- Development of a corporate data access standard.
- Governance over the programme of capital projects.
- City of Culture legacy.
- Further development of the Council’s IT Disaster recovery plans and processes.
- To further strengthen the Council’s arrangements and internal control environment around IT / Cyber Security.
- Embedding new methods of consultation and engagement.
- Employees Code of Conduct
- Sustainability and Climate Change Strategy
- Risk of use of un-regulated provision in Children Services due to national, regional and local sufficiency issues.

- Health Check / assurance Framework for the Council's group of companies.
- Transparency Code
- Implementation of Action Plan – Statement of Accounts for 2021/22 and 2022/23

**2.5 New Governance Issues** – Three new issues have been identified for the Annual Governance Statement. These are also detailed in section 5.2 of the Statement attached at Appendix One, along with the actions the Council plans to take (or has taken) in 2024-25 in relation to these issues. These issues were identified as part of the review undertaken to support the production of the AGS as detailed in 2.1 and are summarised below:

- To produce and roll out a Supplier Code of Conduct.
- To improve arrangements to ensure management compliance with key HR policies and procedures.
- To implement the action plan arising from the Peer Challenge report.

### **3. Results of consultation undertaken**

3.1 None

### **4. Timetable for implementing this decision**

4.1 Timescales for specific actions which are being taken to address significant governance issues are included in the Annual Governance Statement. The action plan will be subject to quarterly monitoring by the Corporate Governance Group to ensure that issues are addressed in the timescales outlined.

### **5. Comments from the Director of Finance and Resources and the Director of Law and Governance**

#### **5.1 Financial Implications**

There are no specific financial implications associated with this report. Internal control / governance has clear and direct effects on finance within the Council. Since these vary widely, it is not useful to attempt to summarise them here, beyond noting that all systems and controls are designed to help improve value for money obtained, the probity and propriety of financial administration, and / or the management of operational risks.

#### **5.2 Legal implications**

The City Council is required by the Accounts and Audit Regulations 2015 to approve, and subsequently publish, the Annual Governance Statement alongside the Statement of Accounts.

## **6. Other implications**

### **6.1 How will this contribute to achievement of the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The governance framework comprises the systems and processes (i.e. the internal control environment), and culture and values, by which the authority is directed and controlled, and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

### **6.2 How is risk being managed?**

The key risk that exists is that planned actions are not implemented. This risk is managed through the Council's governance framework which includes arrangements to provide oversight of planned actions through reporting to senior management and designated committees / boards. Defined processes also exist to gain assurance that agreed actions arising from the work of Internal Audit, External Audit or another external agency have been implemented on a timely basis.

### **6.3 What is the impact on the organisation?**

None

### **6.4 Equalities / EIA**

None

### **6.5 Implications for (or impact on) climate change and the environment**

None

### **6.6 Implications for partner organisations?**

None

**Report author:****Name and job title:**

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Chief Internal Auditor

**Service:**

Finance and Resources

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<b>Names of approvers: (officers and members)</b>				
Barry Hastie	Director of Finance and Resources	-	12/09/24	19/09/2024
Julie Newman	Director of Law and Governance	-	12/09/24	16/09/2024
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	12/09/24	12/09/2024
Councillor R Lakha	Chair of Audit and Procurement Committee	-	12/09/24	12/09/2024

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## **Appendix One – Annual Governance Statement 2023-24**

### **1. Scope of responsibility**

- 1.1 Coventry City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently, and effectively. Coventry City Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.
- 1.2 In discharging this overall responsibility, Coventry City Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 1.3 Coventry City Council has an approved Code of Corporate Governance, which is consistent with the principles reflected in the CIPFA / SOLACE framework and guidance “Delivering Good Governance in Local Government (2016)”. A copy of the Code is available on our website at: [www.coventry.gov.uk/codeofcorporategovernance](http://www.coventry.gov.uk/codeofcorporategovernance)
- 1.4 The Annual Governance Statement explains how Coventry City Council has complied with the Code and also meets the requirements of Regulation 6(1) (b) of The Accounts and Audit Regulations 2015 which requires all relevant bodies to prepare an Annual Governance Statement and the Accounts and Audit (Amendment) Regulations 2022.

### **2. The purpose of the governance framework**

- 2.1 The governance framework comprises the systems and processes, culture, and values by which the authority is directed and controlled and its activities through which it accounts to, engages with, and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.
- 2.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Coventry City Council policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically.
- 2.3 The governance framework has been in place at Coventry City Council for the year ended 31<sup>st</sup> March 2024 and up to the date of approval of the Statement of Accounts.

### 3. The governance framework

The key principles, approach and review processes that comprise the authority's governance arrangements are set out in the City Council's Code of Corporate Governance. Key elements include the following:

- 3.1 There is a governance / internal control environment that supports the Council in establishing, implementing, and monitoring its policies and objectives. The Council's overarching objectives are contained in published policy documents including the One Coventry Plan. These high-level plans are supported by a range of thematic policies, strategies and delivery plans, service plans, and detailed work programmes.
- 3.2 The One Coventry Plan 2022-2030 was formally adopted by the Council in March 2023 following a period of extensive engagement. To deliver the Council's long term vision of working together to improve the city and the lives of those who live, work and study in Coventry, the One Coventry Plan sets out the priorities of increasing the economic prosperity of the city and region, improving outcomes and tackling inequalities within our communities and tackling the causes and consequences of climate change, through continued financial sustainability and the Council's role as a partner, enabler, and leader. The delivery of the One Coventry Plan is supported by a range of policies and strategies and a performance management framework. A copy of the One Coventry Plan is available on our website at:  
[www.coventry.gov.uk/strategies-plans-policies/draft-one-coventry-plan/9](http://www.coventry.gov.uk/strategies-plans-policies/draft-one-coventry-plan/9)  
and the performance management framework is at:  
[http://www.coventry.gov.uk/downloads/download/5245/performance\\_management\\_framework](http://www.coventry.gov.uk/downloads/download/5245/performance_management_framework)
- 3.3 Throughout this process, clear channels of communication exist with all sections of the community and other stakeholders, to ensure the Council considers local needs and communicates both expected and actual outcomes for citizens and service users. This is evidenced through the Council's formal decision-making and performance management processes.
- 3.4 In October 2015, Coventry City Council agreed to join the West Midlands Combined Authority, which is a model of governance for local authorities to act together to drive economic prosperity for the area. A Combined Authority is a statutory body in its own right supported by a devolution agreement with the Government and a constitution which sets out the terms of their funding and powers.
- 3.5 The control environment to ensure delivery of the Council's objectives is laid down in the Council's Constitution and performance management framework. The Constitution sets out how the Council operates, including:
  - Roles and responsibilities of both Councillors and officers, including the Head of Paid Services, Monitoring Officer, and Chief Financial Officer.
  - How decisions are made and the procedures in place to ensure that these are efficient, transparent, and accountable to local citizens. The Constitution includes the Council's senior management structure and a scheme of

delegation which sets out the principles for decision making and responsibility for functions. The Council facilitates policy and decision making via a Cabinet structure with Cabinet Member portfolios. There are scrutiny boards covering all portfolios and an overarching Scrutiny Co-ordination Committee. The Member decision making, advisory and scrutiny bodies are shown at <http://www.coventry.gov.uk/howthecouncilworks>

- 3.6 Coventry City Council has developed a comprehensive set of policies and procedures, including those relating to the standards expected of Members and officers. These are subject to regular review to ensure the Council continues to enhance and strengthen its internal control environment. Systems exist to ensure compliance with policies and procedures, including statute and regulations. Internal Audit, through its annual risk-based plan assesses compliance with key procedures and policies.
- 3.7 The Council has an Equality, Diversity and Inclusion Commitment which is available on our website at: [Equality, diversity and inclusion commitment – Coventry City Council](#). This sets out the Council's commitment to meeting all areas of the public sector equality duty and to ensure equality of opportunity, both as a provider and commissioner of services and as a large employer. The commitment is implemented through setting equality objectives linked to the One Coventry Plan. In 2022, a new set of equality objectives were approved and are available on our website at: [www.coventry.gov.uk/diversity-inclusion/equality-objectives-2022-25](http://www.coventry.gov.uk/diversity-inclusion/equality-objectives-2022-25). Progress is monitored and reported to the Cabinet Member (Policing & Equalities) and an annual report of completed Equality Impact Assessments is available at: [www.coventry.gov.uk/diversity-inclusion/equality-impact-assessments](http://www.coventry.gov.uk/diversity-inclusion/equality-impact-assessments)
- 3.8 The Council's Risk Management Policy and Strategy defines processes for identifying, assessing, managing, and monitoring financial and operational risks. The Strategy recognises the need for risk registers at service, directorate and corporate level which are updated and reviewed regularly. The Corporate Risk Register is reviewed quarterly by Leadership Board and is reported to the Audit and Procurement Committee.
- 3.9 The Council, through its Whistleblowing and Complaints Procedures, has documented processes in place to deal with concerns raised by both employees and members of the public. These policies have been widely communicated and are subject to regular review to ensure they are working effectively. In addition, the Council's Fraud and Corruption Strategy reinforces the Council's commitment to creating an anti-fraud culture, whilst having effective arrangements in place in responding to allegations of fraud and corruption.
- 3.10 An Audit and Procurement Committee provides independent assurance to the Council on various issues, including risk management and control and the effectiveness of the arrangements the Council has for these matters. The Committee's terms of reference were developed in conjunction with CIPFA guidance, and the Committee carries out a periodic self-assessment to measure its effectiveness, based on recommended CIPFA practice.
- 3.11 For the financial year 2023-24, the Director of Finance and Resources was the nominated Section 151 Officer, with the delegated responsibility for ensuring there



are arrangements in place for proper administration of financial affairs. The Council last carried out an assessment of the role of the Section 151 Officer against the requirements stated in the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016) in May 2024. This assessment concluded that the Authority meets the five principles laid out in the CIPFA statement, namely:

- The Chief Financial Officer (CFO) in a local authority is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest.
- The CFO in a local authority must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the authority's overall financial strategy.
- The CFO in a local authority must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively.
- The CFO in a local authority must lead and direct a finance function that is resourced to be fit for purpose.
- The CFO in a local authority must be professionally qualified and suitably experienced.

The Director of Finance and Resources is a key member of the Council's Leadership Board with a critical role in strategic planning for the organisation. The Board also includes the Chief Executive and Monitoring Officer (the Director of Law and Governance), who, along with the Director of Finance and Resources, collectively have leadership responsibility for good governance as principal statutory officers. The Leadership Board is supported by three main Strategic Boards.

3.12 The Annual Governance Statement also includes a review of the effectiveness of the system of internal control within group activities, where the Council is in a relationship with another entity to undertake significant activities. The following describes the group activities for the year ended 31<sup>st</sup> March 2024:

- In November 2021, the Council incorporated Coventry Municipal Holdings Limited (CMH) to manage most of its wholly owned companies and strengthen the governance arrangements for these investments. In setting up these arrangements, the Council took account of lessons learnt from issues encountered by other local authorities and the recommendations made in Public Interest Reports issued by Grant Thornton on such matters. A Group Governance Agreement is in place which sets out the governance structure and training has been provided by the Council's legal advisors to those officers appointed as directors. The CMH group comprises of the following subsidiaries:

- Tom White Waste Limited (and its subsidiaries A & M Metals Limited and Tom White Waste (LACO) Limited)
- Coombe Abbey Park Limited (and its subsidiaries No Ordinary Hospitality Management Limited and Coombe Abbey Park (LACO) Limited)
- No Ordinary Hotels Limited (dormant)
- Coventry Technical Resources Limited
- Coventry Regeneration Limited

In accordance with the Group Governance Agreement, the subsidiaries are required to produce annual business plans and in addition, CMH produce an annual performance report covering all of group's performance. A Shareholder Committee is in place which oversees the group's performance.

- The Coventry and Solihull Waste Disposal Company Limited was incorporated on 24<sup>th</sup> February 1992 is owned jointly by Coventry City Council, Solihull Metropolitan Borough Council, Warwickshire County Council and Leicestershire County Council.
- The UK Battery Industrialisation Centre Limited was incorporated on 27<sup>th</sup> February 2018 and the Council is currently the sole shareholder with one share which has a nominal value of £1. The purpose of the company is to run the proposed National Battery Development Facility.
- The Friargate Joint Venture Project limited Ltd was incorporated on 17<sup>th</sup> December 2018. This is a 50/50 joint venture with Friargate Holdings 2 Limited, established to develop new buildings within the Friargate district of the city.
- Sherbourne Recycling Limited (SRL) was incorporated on the 25<sup>th</sup> February 2021 and Coventry City Council along with seven other local authorities acquired shares in the company on the 1<sup>st</sup> April 2021. The purpose of the company is to manage the construction of a material recycling facility (MRF) and then operate the facility, which will sort the dry mixed recyclable waste received from the eight local authorities and other commercial customers. Sherbourne Recycling Trading Limited is a trading subsidiary of Sherbourne Recycling Limited who own 100% of the shares in this entity. All commercial contracts will be secured through this entity with the waste being processed by SRL on an arm's length transaction.
- The Coventry and Warwickshire Growth Hub Limited was incorporated on the 24<sup>th</sup> July 2014 and was previously owned by the Coventry and Warwickshire Local Enterprise Partnership Limited. Following the closure of the Local Enterprise Partnership, on the 2<sup>nd</sup> November 2023, Coventry City Council and Warwickshire County Council acquired ownership of the Company as joint shareholders. The purpose of the company is to provide a central co-ordination point for publicly funded business support.

#### **4. Review of effectiveness**

4.1 Processes are in place to assess key elements of the governance framework throughout the year, for example, through the work of Internal Audit and the Council's Audit and Procurement Committee. A review of the effectiveness of the governance framework is also undertaken annually as part of the production of the Annual Governance Statement. This is informed by the work of senior managers within the authority, who have responsibility for the development and maintenance of the governance environment, the Chief Internal Auditor's opinion on the overall adequacy and effectiveness of Coventry City Council's risk management, internal control, and governance arrangements, and also by comments made by the external auditors and other review agencies and inspectorates.

4.2 Arrangements to assess the effectiveness of the governance framework include:

- Regular and detailed monitoring of the Council's performance, by both Leadership Board and Members against targets and objectives set out in the One Coventry Plan. These arrangements are now overseen by a Performance and Safeguarding Board and are currently being reviewed, with the aim of introducing bi-annual performance reporting moving forward.
- Regular meetings of the Council's Governance Group to consider on-going and emerging governance issues and co-ordinate actions required. Updates on this work are provided to Leadership Board.
- Consideration of ethical governance matters by the Ethics Committee, including reflecting on national governance failings to identify if there are any lessons learnt for the Council to take forward.
- On-going reviews of the Council's Constitution, overseen by the Constitution Advisory Panel and subject to approval by Full Council. These reviews include areas such as standing orders, financial procedures, and the scheme of delegation.
- Regular reviews of the Council's strategies and procedures to ensure they continue to reflect the needs of the Council.
- An annual review and update of the Council's Local Code of Corporate Governance which is subject to approval by the Audit and Procurement Committee.

4.3 The review of effectiveness has also been informed by:

- Reports from the external auditors and other inspection agencies. This includes the results from the Corporate Peer Challenge which took place in January 2024.
- The Council's Corporate Risk Register.
- An assessment of the Council's performance against the Best Value Standards and Intervention guidance which was undertaken by a group of senior officers from across the Council.

- **Directors' Statements of Assurance.** An annual assessment of the adequacy of governance arrangements / internal controls in relation to their service areas by each Director.
- An assessment of the Council's compliance with the principles and standards of the CIPFA Financial Management Code, which supports good practice in financial management and demonstrating financial sustainability. The assessment was last updated in July 2024 and concluded that in overall terms the Council is able to demonstrate compliance with the Code, with a small number of improvement actions highlighted to build on the arrangements already in place and demonstrate delivery in full.
- The work of the Internal Audit Service during 2023-24. The Service works to a risk-based audit plan, which is approved annually by the Council's Audit and Procurement Committee. An annual report is also produced and presented to the Committee, which includes the Annual Internal Audit Opinion. For 2023-24, the Chief Internal Auditor concluded that reasonable assurance could be provided that there is generally an effective and adequate framework of governance, risk management and internal control in place designed to meet the Council's objectives. The report also identifies those issues, which in the opinion of the Chief Internal Auditor, should be considered when producing the Annual Governance Statement.
- In September 2023, the Council received formal confirmation from the Health and Safety Executive that they did not intend to prosecute the Council in relation to the fatal accident in Waste Services, and no prevention of death notice was issued to the Council. This was subject to no new material issues arising from the Coroner's Inquest. The inquest has now been concluded and in the opinion of Counsel there has been no material change resulting from the inquest.

4.4 We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Audit and Procurement Committee and can provide reasonable assurance that the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework and that a plan to address weaknesses and ensure continuous improvement of the system is in place.

## 5. Significant governance issues

5.1 Table one below provides an update on the governance issues that were raised in the 2022-23 Annual Governance Statement.

**Table one**

No	Governance issues identified in 2022-23	2023-24 update
1	Sustainable improvement in Children's Services	The Service has implemented a range of positive recruitment and retention initiatives to help recruit and retain Social Workers further and reduce the

		<p>number of Social Worker vacancies. This has included regrading of posts, retention payments and continuation of the Social Work Academy, alongside other initiatives.</p> <p>Leaver data has indicated that the retention payments to social workers made a positive impact on retention rates, with a reduction in social workers leaving the service in 2023/24 compared to the previous year.</p> <p>The Children's Services Workforce Development Strategy was reviewed and updated in 2023. The strategy is a 2-year strategy (April 2023 - March 2025.) The workforce Action Plan workplan for 2023/24 was reviewed through the Children's Services Workforce Development Board on a monthly basis to monitor progress of actions within the plan. The workforce action plan 2023/24 was signed off in March 2024 with all actions completed.</p> <p>Engagement with frontline staff includes:</p> <ul style="list-style-type: none"> <li>• Annual Conference</li> <li>• Let's Talk Corporate</li> <li>• Let's Talk Children – Quarterly</li> <li>• Managers Briefings – Quarterly</li> <li>• Practice Development Forums – monthly</li> <li>• Speak up &amp; Speak Out Workforce Survey 2023</li> <li>• Learning and Development feedback surveys</li> <li>• Exit/Leaver Interviews</li> <li>• Staying Interviews</li> <li>• Monthly Newsletter</li> </ul> <p>The above are held on a regular basis to strengthen communication and act on feedback to continually improve services further.</p> <p>The Children's Services Strategic Plan was updated in 2023 to provide an overarching plan of the improvement /transformation work completed and planned for the future.</p> <p>The three key priorities include:</p> <ul style="list-style-type: none"> <li>• Our Partnership</li> <li>• Our Workforce</li> <li>• Our Quality of Practice</li> </ul> <p>The plan outlines the projects/and work in progress to deliver the overarching priorities.</p>
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2	Ensuring delivery of the Council's vision and corporate objectives, in line with the Medium-Term Financial Strategy	<p>The 2023/24 budgetary control forecast position presented a range of financial pressures resulting in a suite of in-year management actions to mitigate the impact of an overspent position at year-end, effectively reducing this position from £12.1m overspend forecast at Q1 down to a £1.8m overspend at outturn. Whilst a significant underlying pressure still exists a large amount of this was offset by additional income from grants and investment income.</p> <p>The ongoing elements of underlying service pressures were reflected in the balanced budget for 2024/25 set by the Council in February 2024.</p> <p>The refreshed One Coventry Plan has been approved and the Council's financial plans have continued to be aligned with the objectives in the new plan.</p>
3	Management of increasing demand in relation to homelessness and the associated costs of housing families in temporary accommodation	<p>The demand for the service continued to increase significantly during 2023/24 with record numbers of households approaching the Council and being placed into temporary accommodation (TA.)</p> <ul style="list-style-type: none"> <li>• All 50 family TA properties were either purchased or are going through conveyancing.</li> <li>• Actions in TA reduction plan have been implemented and new actions included.</li> <li>• New contracts awarded for family temporary accommodation provision.</li> <li>• Ribbon Court (50 units) has been delayed until October 2024 but is progressing.</li> <li>• All contracts are monitored and minimum 90% occupancy achieved.</li> <li>• As the numbers in TA increase, the use of B&amp;B has been higher than the Council would like, however there were no families in B&amp;B at Christmas.</li> <li>• Let's rent was re-launched, however it did not deliver the number of properties the Council had hoped for. As an alternative a Property Redress Scheme (PRS) was piloted with BEAM.</li> <li>• Local Authority Housing Fund (LAHF) 1 purchases completed by Stonewater.</li> <li>• Local Authority Housing Fund 2 TA properties – funding has been committed.</li> </ul>

4	Development of a corporate data access standard	A working group has been established to review and recommend a standard to the Information Management Strategy Group (IMSG) for implementation. Data on current systems and best practice has been collected and is being reviewed. Outline recommendations to will be made to IMSG in July 2024 with a final proposal to IMSG in October 2024.
5	Governance over the programme of capital projects	Major capital projects have been monitored by way of the Capital Programme Project Board, chaired by the Director of Finance and Resources and attended by the senior responsible officers for each project. All projects are reported on by way of monthly RAG ratings and responsible officers are expected to report on significant risks and suitable mitigations. It is acknowledged that these arrangements have not consistently been in place during 2024, but have now been re-introduced on a bi-monthly basis.
6	City of Culture legacy	<p>The Albany Theatre capital project achieved Practical Completion in May 2024. The project comprised the redevelopment of the existing studio, the building of three new studios, and the updating of the current café. The existing studio will act as an incubator for emerging talent, whilst the three new studios will be used for rehearsals, community performances, learning and engagement, conferences, meeting spaces and arts activities.</p> <p>Following the exchange of Agreements for Lease with partners, the City Centre Cultural Gateway Project mobilised on-site in June 2024, with construction set to commence in August 2024.</p> <p>Coventry City Council supported the National Audit Office (NAO) investigation into the Funding of Coventry City of Culture Trust. The NAO report was published in July 2023. The City Council continues to support the Administrator's investigations, which remain ongoing at the time of reporting.</p> <p>Having come through a unique period of hosting the UK City of Culture 2021 and Birmingham Commonwealth Games 2022, Coventry is shaping its new Culture Works partnership and developing a three-year Cultural Strategy Action Plan 2024-2027. The UK City of Culture 2021 Impact Evaluation Final Report was published in November 2023 and a number of learning insights will inform the shaping of</p>

		<p>the Cultural Strategy Action Plan.</p> <p>The Council has appointed a new Head of Culture and Creative Economy, a post jointly funded by Coventry University and the University of Warwick. In the past 12 months, the city has been successful in securing over £2.3m of devolved cultural funds and Commonwealth Games legacy funds to support cultural and community legacy activity in the city.</p> <p>The Destination Coventry proof of concept pilot has been extended to 31<sup>st</sup> March 2025, to facilitate detailed exploration with the Coventry and Warwickshire Chamber of Commerce of a permanent public / private funded destination management operating model for the city. Coventry has further supported the development of The Coventry and Warwickshire Local Visitor Economy Partnership (LVEP), an accredited destination partnership focused on the creation of a growth plan for the Coventry and Warwickshire geography.</p>
<b>7</b>	Further development of the Council's IT disaster recovery plans and processes	<p>The Council have continued to make improvements to the technical components of the Digital Services disaster recovery position.</p> <p>Digital Services have continued to review its network design and architecture to ensure that its infrastructure is designed and configured to meet best practice recommendations.</p> <p>Digital Services have continued to ensure that they have proactive maintenance in place across all of the Council's key infrastructure and the Council continually reviews its processes regarding business continuity and disaster recovery from a technical point of view. The Council are part of the strategic organisational planning for large-scale city-wide resilience in conjunction with Coventry, Solihull and Warwickshire and this activity will continue into the new year.</p> <p>Digital Services have continued to support services from across the organisation in the creation of their service level resilience plans and this is work that will continue into the new year.</p>
<b>8</b>	Implementation of the Redmond	<p>The measures indicated by the Redmond Review have not been legislated for and defined so no action has been implemented by the Council. As a result,</p>



	Review into the oversight of local audit and the transparency of local authority financial reporting	this issue will not be carried forward to the 24/25 action plan, although in the event that any new legislation regarding local authority financial reporting is passed, any actions required by the Council will be implemented.
<b>9</b>	To further strengthen the Council's arrangements and internal control environment around IT / Cyber Security	<p>Digital Services have made good progress on its cyber security activities over the past twelve months, and this will continue to be a key focus for the service in the new Digital Service plan for 2024/25.</p> <p>Digital Services continually monitor the cyber security landscape and adapt its plans accordingly to meet industry best practice and align with the National Cyber Security Centre (NCSC) recommendations. The Service have had direct engagement activity throughout 23/24 with Microsoft regarding best practice from a technology and process point of view and this continues to support its plans. In line with industry trend the Service are looking to adopt the NCSC Cyber Assessment Framework (CAF) rather than focus on Cyber Essentials Accreditation – the Council are one of the pilot organisations working with government on the development of the CAF for local government. A recent audit of the Council's cyber security arrangements supports that good progress is being made.</p>
<b>10</b>	Embedding new methods of consultation and engagement	<p>There have been 18 consultations on Let's Talk Coventry including the recent Budget Consultation. As a result, over 20,000 residents have been engaged with. As well as largescale consultations the Council have undertaken over 60 surveys in the last year, including service area customer satisfaction and baseline collection surveys.</p> <p>However, the ambition to use the Let's Talk platform to forge an on-going dialogue with residents following on from the One Coventry Plan engagement has not been realised and therefore insight to inform performance has not been available.</p>
<b>11</b>	Employees Code of Conduct	The standard contract of employment for Council employees has been updated with the Code of Conduct still being an integral part of this. Whilst

		<p>consideration has been given to refreshing the Code, further work on this is required along with promoting the Code across the organisation.</p> <p>This includes promoting the arrangements the Council has in place in regards to officer declarations of gifts and hospitality.</p>
<b>12</b>	Sustainability and Climate Change Strategy	<p>The revised Sustainability and Climate Change Strategy is being progressed, alongside an Action Plan, with a view to finalising and seeking Cabinet and Full Council approval in the Summer of 2024.</p> <p>All recommendations from the Climate Change Board Pathway Groups have now been received to include in the revised drafting.</p> <p>The finalising of the strategy has been delayed due to a number of reasons, including timing of emerging recommendations, work on the just transition framework which is ongoing to feed into the strategy and capacity challenges, which means progress has not been as quick as originally planned. This does not mean that progress has not been made, as there has been a lot of focus on development and delivery of projects to support the Strategy in the emerging Action Plan.</p> <p>The Strategic Energy Partnership Strategic and Annual business plans have been approved by Shareholders Committee (April 2024).</p>
<b>13</b>	Ethical leadership action plan	<p>The action plan has substantially been completed, including work to refresh and promote the “I have a concern” intranet pages. Whilst financial constraints have prevented the Council from commissioning work to promote the Nolan Principles, this aspect will be covered within planned training on the Code of Conduct. As a result, this issue will not be carried forward to the 24/25 action plan.</p>
<b>14</b>	Risk of use of un-regulated provision in Children’s Services due to national, regional and local sufficiency issues	<p>The sufficiency strategy was submitted and approved in September 2023. The strategy seeks to address the challenges in identifying appropriate registered homes for all children in care, which includes those for children with the most complex needs.</p>

<b>15</b>	Health Check / Assurance Framework for the Council's group of companies	A terms of reference for the review has been agreed and it is intended that the work will be completed in the first half of 2024/2025.
<b>16</b>	Publication of decisions delegated to officers	Arrangements have been put in place with effect from the 2024/25 municipal year. As a result, this issue will not be carried forward to the 24/25 action plan.
<b>17</b>	Transparency Code	Additional information is being prepared for publication on the Council's website and in a way that makes it as easy to locate as possible. A wider exercise to publish information outside the Code but is the subject of regular Freedom of Information requests is also being undertaken to increase the access to information held by the City Council.
<b>18</b>	Implementation of Action Plan – Statement of Accounts for 2020/21, 2021/22 and 2022-23	<p>The draft 2020/21 Statement of accounts were published on 28<sup>th</sup> March 2024.</p> <p>This was followed with the publication of the draft 2021/22 Statement of Accounts on 12<sup>th</sup> August 2024, and subsequently the draft 2022/23 Statement of Accounts were published for public inspection on 13<sup>th</sup> September 2024.</p> <p>Additional resource has been brought into both the Property Valuation Team &amp; Corporate Finance Team to support the completion of the 2021/22 &amp; 2022/23 Statement of Accounts.</p> <p>The Government issued a consultation on 'Addressing the local audit backlog in England.' The consultation sought views on amending the Accounts and Audit Regulations 2015 as part of a package of cross-system measures to clear the backlog and put the system on a sustainable footing. The outcome of this consultation which closed on 7<sup>th</sup> March 2024, was published on 9<sup>th</sup> September 2024.</p> <p>The response confirms the Governments intention to set the following statutory deadlines for Category 1 authorities to publish audited accounts by the following dates:</p> <ul style="list-style-type: none"> <li>• 2023/24: 28 February 2025</li> <li>• 2024/25: 27 February 2026</li> <li>• 2025/26: 31 January 2027</li> <li>• 2026/27: 30 November 2027</li> </ul>

		<ul style="list-style-type: none"> <li>• 2027/28: 30 November 2028</li> </ul> <p>We are working closely with Grant Thornton to understand the implication of any changes to Regulations and agree subsequent actions.</p>
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- 5.2 The Council is seeking to continuously enhance its management arrangements to improve service delivery, efficiency, and value for money, whilst achieving its objectives. The review of effectiveness has informed identification of the following key challenges for 2024-25 (table two), along with the actions planned to address these matters to further enhance our governance arrangements.

**Table Two**

<b>Ref</b>	<b>Governance issue</b>	<b>Planned actions 2024-25</b>	<b>Responsible officer</b>	<b>Timescale</b>
<b>1</b>	Integrate and sustain improvement in Children and Education Services	<p>Develop a confident and competent, experienced, and stable workforce. Specifically:</p> <ul style="list-style-type: none"> <li>• To integrate the Children and Education workforce.</li> <li>• Develop further workforce proposals to stabilise the recruitment and retention of social workers.</li> </ul> <p>Deliver an integrated workforce plan 2024/5 for Children and Education Services.</p> <p>Integrate Children and Education Services to strengthen communications and feedback from staff to continually improve services.</p> <p>Develop an integrated Children and Education Strategic Plan for implementation from April 2025.</p>	Director of Children and Education Services	March 2025
<b>2</b>	Ensuring delivery of the Council's vision and corporate objectives, in line with the Medium-Term Financial Strategy	The 2024-25 budgetary control position will be closely monitored to ensure that the key financial pressures being experienced by the Council can be mitigated and/or managed. Based on budgetary pressures identified during 2023/24, additional resources were allocated as part of 2024/25 budget setting. However, we are still seeing increasing demand and complexity	Director of Finance and Resources / Head of Finance	March 2025

		<p>across both social care and housing which will be closely monitored.</p> <p>In order to deliver a balanced 2024/25 budget, c£30m of saving and cost reductions were identified. The scale of the savings required is significantly higher than previous years. A monthly reporting of progress against savings targets will be presented to Leadership Board and where risk of non-delivery exists actions will be sought to manage any shortfalls in the overall savings delivery plans.</p> <p>Work is already underway to assess the range of financial scenarios facing the Council for the period from 2025-26 and proposals will be presented to members within the Pre-Budget Report in December 2024.</p> <p>Assessment will continue of the Council's One Coventry Plan and how the Council's financial plans align to the objectives of the Plan.</p>		
3	Management of increasing demand in relation to homelessness and the associated costs of housing families in temporary accommodation	<p>The homelessness service is demand led and experienced significant increase in demand during 2022/23 &amp; 2023/24. The following actions are planned for 2024-25:</p> <ul style="list-style-type: none"> <li>• Open 2 new Supported Temporary Accommodation (TA) units for single people on Meriden Street and Chase Avenue.</li> <li>• Deliver an additional 50 TA flats for small families working with Green Square Accord at Ribbon Court.</li> <li>• Secure additional funding through LAHF 3 to purchase additional family TA units and progress</li> </ul>	<p>Director of Adult Social Care &amp; Housing</p> <p>Head of Housing &amp; Homelessness</p>	March 2025

		<p>the purchasing.</p> <ul style="list-style-type: none"> <li>• Work with BEAM to deliver 20 additional PRS properties.</li> <li>• Work with Spring Housing to deliver an additional 11 3bed and 1 4bed flats for families and 18 bed unit for single people.</li> <li>• Consult with PRS landlords and relaunch Lets Rent Coventry and source additional permanent homes.</li> <li>• Work with Citizen to move the new Faseman House development (50 units of family TA) through planning and on-site.</li> <li>• Continue to ensure that voids within contracted providers are minimised and meet target of 90% occupancy.</li> <li>• Seek to eliminate the use of B&amp;B accommodation for families unless in an emergency.</li> <li>• Develop and launch Coventry's new Homeless &amp; Rough Sleeping Strategy.</li> </ul>		
4	Development of a corporate data access standard	Development and implementation of a corporate data access standard and protocol for all systems that hold personal data.	Head of Governance	October 2024
5	Governance over the programme of capital projects	In 2024/25 the focus will remain on ensuring that as the programme continues to move at pace, governance arrangements remain embedded and robust, and programme delivery supports the Council's wider aspirations as well as supporting the local economy.	Capital Programme Project Board	March 2025
6	City of culture legacy	The City Centre Cultural Gateway project will enter the construction phase, securing tangible, long-term	Strategic Lead – Culture, Sport and	March 2025

		<p>legacies for the city in close collaboration with national and local partners.</p> <p>Independent investigations will be concluded into the circumstances surrounding the Coventry City of Culture Trust entering administration. The Council will review the report findings alongside learning outcomes from the UK City of Culture 2021 Impact Evaluation Final Report (published November 2023).</p> <p>The Coventry Culture Works partnership will adopt a formal governance structure and three-year Cultural Strategy Action Plan, to deliver final-stage outcomes from the city's Cultural Strategy 2017-2027.</p> <p>The Destination Coventry pilot will conclude its extended proof-of-concept period, leading to decisions on future sustainable Destination Management arrangements for the city.</p>	Events	
<b>7</b>	Further development of the Council's IT disaster recovery plans and processes	Support the work of the business continuity planning across the organisation, ensuring that ICT disaster recovery processes are enhanced, with supporting documents formalised and testing arrangements agreed. The scope of this activity includes supporting resilience planning at a city level in particular in relation to connectivity and digital infrastructure across the city.	Director of Digital Services	March 2025
<b>8</b>	To further strengthen the Council's arrangements and internal control environment around IT	Implementation of the cyber security activities listed in the Digital Service Plan.	Director of Digital Services	March 2025



	/ Cyber Security			
<b>9</b>	Embedding new methods of consultation and engagement	Leadership Board will consider the current communication, engagement and consultation functions across the Council. Improving methods of consultation and engagement will form part of this review.	Consultant in Public Health (Insight and Communities)	March 2025
<b>10</b>	Employees Code of Conduct	<p>Further consideration of refresh of the Code of Conduct for employees.</p> <p>Training on the Code is planned as part of a wider programme for managers and employees over the next year. This will include training on the arrangements in place for officer declarations of gifts and hospitality.</p>	Director of Human Resources	March 2025
<b>11</b>	Sustainability and Climate Change Strategy	Finalise the Strategy and take to Cabinet and Full Council for approval.	Strategic Lead – Green Futures	September 2024
<b>12</b>	Risk of use of un-regulated provision in Children's Services due to national, regional and local sufficiency issues	<p>The Residential Strategy 2023-2026 has been approved, with two children's homes due to open in the summer of 2024 and a further 5 new children's homes over the next 2 years.</p> <p>In addition, the Sufficiency Steering Group is seeking to identify and enable access to further resources through an increase of in-house provision and commissioned services, providing more homes for children with complex needs and thereby prevent them from moving into an unregulated provision.</p>	Director of Children and Education Services	March 2025

<b>13</b>	Health Check / Assurance Framework for the Council's group of companies	Undertake a health check and develop an assurance framework for the Council's Group of Companies.	Director of Law and Governance / Chief Internal Auditor	October 2024
<b>14</b>	Transparency Code	Strengthen arrangements for ensuring that the Council complies with the Transparency Code.	Corporate Governance Group / Head of Governance	December 2024
<b>15</b>	Implementation of Action Plan – Statement of Accounts for 2021/22 and 2022-23	<p>Maintain the level of resource and additional capacity within Property Services and Corporate Finance to deliver the following:</p> <ul style="list-style-type: none"> <li>• Consolidation of 2021/22 Statement of Accounts and publication on our website for public scrutiny by August 2024.</li> <li>• Consolidation of 2022/23 Statement of Accounts and publication on our website for public scrutiny by September 2024.</li> <li>• Following discussion with Grant Thornton, put in place any actions arising from the outcome of the consultation on “addressing the local audit backlog in England.”</li> </ul>	Director of Finance and Resources	December 2024
<b>16</b>	Supplier Code of Conduct	To produce and roll out a Supplier Code of Conduct.	Deputy Head of Procurement and Commissioning	March 2025
<b>17</b>	Management compliance with HR policies and procedures	To improve arrangements to ensure management compliance with key HR policies and procedures.	Director of Human Resources	March 2025
<b>18</b>	Peer Challenge action plan	To implement the action plan arising from the Peer Challenge report.	Leadership Board	November 2024

5.3 We are satisfied that these steps will address the need for improvements that were identified in our review, and we will monitor their implementation and operation, as part of our next annual review.



**Cllr George Duggins**  
Leader of Coventry City Council



**Dr Julie Nugent**  
Chief Executive of Coventry City Council

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Audit and Procurement Committee

30 September 2024

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director Approving Submission of the report:**

Director of Finance and Resources (Section 151 Officer)

**Ward(s) affected:**

City Wide

**Title:**

Corporate Risk

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**Is this a key decision?**

No

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**Executive Summary:**

The purpose of this report is to provide the Audit and Procurement Committee with the outcome of the latest review of the Corporate Risk Register 2024-25 in Appendix 1 to the report. This provides the Audit and Procurement Committee with an overview of the Council's corporate risk profile and the controls in place to address these risks.

**Recommendations:**

The Audit and Procurement Committee are requested to:

- 1) Note the current Corporate Risk Register, indicating that they have satisfied themselves that corporate risks are being identified and managed.
- 2) Identify any areas where they require additional information (if any).
- 3) Approve the bringing of a further risk management report to the Audit and Procurement Committee in March 2025.

**List of Appendices included:**

Appendix 1 – Corporate Risk Register

**Background papers:**

None

**Other useful documents:**

None

**Has it been or will it be considered by Scrutiny?**

No

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

## **Report title: Corporate Risk**

### **1. Context (or background)**

- 1.1 The Audit and Procurement Committee's Terms of Reference requires the Committee to monitor the effective development and operation of risk management within the Council. It was agreed on 18 March 2024 that the Audit and Procurement Committee would receive the Corporate Risk Register twice a year in line with the Grant Thornton value for money report.
- 1.2 The Corporate Risk Register should identify the risks that threaten the successful implementation of the One Coventry Plan.
- 1.3 This report provides the Audit and Procurement Committee with the outcome of the review of the Corporate Risk Register, which was received by Leadership Board on 18 June 2024 and, subsequently, the addition of one new risk.

### **2. Options considered and recommended proposal**

- 2.1 The Corporate Risk Register at Appendix 1 to the report has been reviewed in consultation with the Leadership Board and the allocated Risk Owner. It identifies the main risks facing the Council, the impact of the risk, the inherent risk score before risk mitigation, the risk mitigations, the risk score after the mitigations are applied and where responsibility lies for the Council's response. In addition, a further column has been added identifying what the risk score was when the Committee last received a report in March 2024.
- 2.2 The Corporate Risks and the control measures in place to address them are more fully described in Appendix 1 to the report. Audit and Procurement Committee are asked to review the register and satisfy themselves that the process is operating effectively within the Council as required under the Risk Management Policy.
- 2.3 There are changes to the Corporate Risk Register from the previous report to Members.

#### **Risks added:**

#### **Risk 37: Inadequate database systems in Regulatory Services. Page 51**

This is a new risk with a residual risk score of 16.

The risk description is that if following a data transfer to new products and packages, Regulatory Services has inadequate database systems, there is a risk that the Council's business will not be conducted efficiently. The impact would be statutory requirements not being met, inspections not being conducted, and complaints not being investigated.

The risk identifies mitigations for data recovery, data validation, data reconciliation and data quality assurance.

### **Risk 38: Impact of the Illegal Migration Act 2023 on Coventry. Page 54**

This is a new risk with a residual score of 6.

The risk is that if the Act is fully enacted there will be a fundamental change to the asylum system leaving many individuals uncertain of their status and facing the possibility of detention. This may lead to increased social tensions; undermine community cohesion, and exacerbate existing challenges related to homelessness, housing, healthcare, and social services.

#### **Risks removed:**

### **Risk 29 – The continued implementation of the Elections Act**

Following the delivery of the general election this risk has been removed.

#### **Risks where the residual risk score has decreased.**

### **Risk 36: Managing any loss of reputation and public trust. Page 50**

The inherent risk score has reduced from 15 to 12 with the residual risk score remaining at 6.

Previously the risk description was linked to the ongoing financial challenges that the Council faces. This has been changed so that it now recognises that there are numerous issues, which if they happen, carry the risk of damaging the Council's reputation.

The risk mitigations are:

- The council has board-level representation for communications with experience of major incidents and reputational matters.
- A communications update is given to Leadership Board each week highlighting risks and mitigating actions.
- The Communications Department is responsible for managing situations and advising the services involved.

#### **Risks where the residual risk score has increased.**

### **Risk 22: Childrens Services workforce stability. Page 21**

The residual risk score has increased from 16 to 20. This is because other Councils have more generous retention offers which make it more difficult to retain staff.

The risk mitigations have been changed to bring the changes in the recruitment and retention offer up to date. The offer for grade 7 and grade 8 social workers was implemented on 1 April 2023 and a one-off retention payment made to social workers who remained in post for 12 months was paid in March 2024. Leaver data has indicated that the retention payments have made a positive impact on retention



rates, with a reduction in social workers leaving the service in 2023/24 compared to the previous year. However, the retention of experienced social workers (grade 8) has been highlighted as a new emerging risk for 2024/25 as retention payments cease, Grade 8 social workers have no replacement offer. Warwickshire County Council have launched a 2 year - £7,000 retention offer from April 2024, posing a risk for Coventry if experienced social workers leave.

In response to the risk of losing experienced grade 8 social workers, the service is considering a further retention offer to mitigate the risk of experienced social workers leaving.

Under the current Social Work Academy model, newly qualified social workers, after 2 years of service and their Assessed and Supported Year in Employment, can go through a panel progression to become a grade 7. Data is showing that this progression approach means they are paid less in their first years compared with those who train through other Councils. In response to this risk and to prevent them leaving within their first two years, the service is considering several mitigations.

### **Main changes to other risks**

#### **Risk 1: Inability to deliver a balanced budget in the short and medium term. Page 1**

The risk mitigations have been amended to note that work has begun to monitor the implementation and delivery of the budgetary savings identified in the 2024/25 budget setting report.

#### **Risk 6 - Supporting people who may require services from Adult Social Care to remain safe. Page 10**

The risk mitigations have been changed to note that some Section 42 enquiries may not be allocated immediately but that this is based on risk. Also, the Council has a greater proportion of newly qualified staff requiring a higher level of management oversight.

#### **Risk 19: An increase in families in temporary accommodation and street homelessness. Page 15**

The risk description notes that there is a limited volume of social housing, particularly family housing and with private sector rents remaining high this means that people may remain in temporary accommodation for, in some cases, several years.

The impact notes that the number of households approaching as homeless and those placed into temporary accommodation is continuing to increase in 2024.

The risk mitigations highlight that:

- The additional funding for rough sleeping from the Department for Levelling Up, Housing and Communities is short term to 31 March 2025 and some staff are already seeking other employment due to the impending end date of funding.
- Refurbishment is underway and approval has also been received for a further two units for single homeless people.
- The Council will maximise the opportunity presented by the Local Authority Housing Fund Round 3 to acquire additional stock.
- The increase in Local Housing Allowance rates from April 2024 is having limited impact.

**Risk 21 - Increasing the economic prosperity of the city and region. Page 17**

The risk impact has been amended to reflect the weakened desire of businesses to recruit new staff.

The risk mitigations include the investment in the Cultural Gateway and the new Business Growth WM in Coventry offer. This has seen strong demand since its launch in September 2023 and the Council has exceeded its Business Assist target for 2023/24,

**Risk 28 - A deterioration in industrial/employee relations affects the Council's ability to deliver vital services. Page 33**

The risk mitigations note that where disputes occur the use of ACAS is an option open to both parties.

**Risk 30 – Building community cohesion. Page 34**

The risk mitigations have been changed to note the importance of access to good quality affordable housing because it fosters cohesive neighbourhoods. The Council collaborates with Registered Providers and other organisations and landlords in the city to ensure that there are appropriate levels of accommodation built in the city to meet the needs of residents.

**Risk 32: A workforce that is healthy and safe. Page 41**

The risk mitigations note the introduction of a new recording system for incidents, accident and near misses - IAN.

**Risk 33: Equal pay claims and the impact on budgets and the delivery of services.**

The number of equal pay claims has risen from approximately 180 to 500. The consultation with both Trades Unions and employees has been completed. This will address the potential underlying practice which has created the potential inequality.

### **Risk 34: Successful investments in companies. Page 44**

The risk mitigations note that in November 2023, the external auditors Value for Money report on company governance maintained that the structures for the companies in the scope of the audit were appropriate and would enable the Council to have oversight of its companies and investments. They have suggested that the Council seeks an independent assurance review once the arrangements are embedded. This review is now planned for this Summer rather than Spring 2024.

### **Existing risks with no changes or only minor changes**

The following risks are the same or substantially the same.

Risk 3: ICT & Digital services and their contribution to the delivery of One Coventry Priorities.

Risk 5 - A workforce that delivers the Council's priorities.

Risk 7: Childrens Services statutory safeguarding responsibilities.

Risk 24 – Tackling the causes and consequences of climate change and promoting sustainability.

Risk 25 – Education and the link to inequalities.

Risk 26 - Increases in demand for specialist school placements for children with an Education Health and Care Plan.

Risk 27 - Reducing health inequalities.

Risk 31 - A Council that makes thoughtful, well researched and robust business case backed commercial investments.

Risk 35: The threat of Cyber-attack to the delivery of One Coventry priorities.

- 2.4 It is proposed that the Corporate Risk Register be reviewed by the Audit and Procurement Committee next in March 2025.

### **3. Results of consultation undertaken**

None

### **4. Timetable for implementing this decision**

There is no implementation timetable as this is a monitoring report.

### **5. Comments from the Director of Finance and Resources (Section 151 Officer) and the Director of Law and Governance**

## **5.1 Financial implications**

There are no financial implications directly associated with the Corporate Risk Register although the management of the risks is essential to the operation of the Council, the pursuit of its priorities and its financial integrity.

## **5.2 Legal implications**

The maintenance and review of the Corporate Risk Register ensures that the Council meets its statutory obligation under the Accounts and Audit Regulations 2015 to have appropriate measures in place to ensure that risk is appropriately managed.

## **6. Other implications**

### **6.1 How will this contribute to achievement of the Council's plan?**

(<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)

Effective risk management arrangements are an integral component of strategic decision making, service planning and delivery and increasing the likelihood of achieving corporate priorities.

### **6.2 How is risk being managed?**

The Council has a policy to support risk management arrangements across the organisation as part of its overarching governance processes. This report forms part of that practice.

### **6.3 What is the impact on the organisation?**

Effective risk management arrangements are part of the good governance arrangements which lead to improved decision making and operational practices across the organisation.

### **6.4 Equalities / EIA**

None

### **6.5 Implications for (or impact on) climate change and the environment**

The Corporate Risk Register outlines the risk as the Council tackles the causes and consequences of climate change and promotes sustainability.

### **6.6 Implications for partner organisations?**

None

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Sukriti Sen	Director of Childrens Services and Education	-	06/09/24	06/09/24
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Allison Duggal	Director of Public Health and Wellbeing	-	06/09/24	10/09/24
Matthew Burrows	Interim Director of Policy and Communications	-	06/09/24	13/09/24
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<b>Names of approvers for submission: (officers and members)</b>				

Julie Newman	Director of Law and Governance	-	06/09/24	11/09/24
Barry Hastie	Director of Finance and Resources (Section 151 Officer)	-	06/09/24	06/09/24
Councillor G Duggins	Cabinet Member for Policy and Leadership	-	06/09/24	12/09/24
Councillor R Lakha	Chair of Audit and Procurement Committee	-	06/09/24	06/09/24

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**Corporate Risk Register – 18 June 2024****Date last reviewed by Audit and Procurement Committee – March 2024****Risk Scores**

Likelihood is scored on a scale of 1 to 5 with 5 being high. For a description of likelihood scores refer to Section 4, Risk Management Methodology, of the Risk Management Policy. <https://www.coventry.gov.uk/strategies-plans-policies/risk-management-policy/4>

Impact is scored on a scale of 1 to 5 with 5 being high. For a description of impact scores refer to Section 4, Risk Management Methodology, of the Risk Management Policy.

To calculate the total score, multiply the likelihood score by the impact score and arrive at a total score. This is done twice, firstly to calculate an inherent risk score and secondly a residual risk score, after risk mitigations are applied.

A risk scoring above 15 is red, those between 6 to 14 are amber and those between 1 to 5 are green.

**One Coventry Enabler: Continued financial sustainability of the Council****Service Area: Finance**

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
1	<b>Inability to deliver a balanced budget in the short and medium term.</b>  There is a risk that the Council will not be able to achieve its priorities whilst at the same time balancing its budget. This is because of a combination of increased pressure on all sources of funding, increased demand, and complexity in	With stretched resources it becomes harder to meet the complex needs of vulnerable people, address inequalities and work towards climate change commitments.  Difficult decisions about resource allocation will be required from	<b>Likelihood Score</b>  5  <b>Impact Score</b>  5  <b>Total Score</b>	A rigorous structure exists to oversee budgetary processes.  In addition to the Council's underlying financial outturn position for 2023-2024 there are gaps in future years. Work has already begun to monitor the implementation and delivery of the budgetary savings identified in the 2024-2025 budget setting report.  Specific programmes are in place to identify commercial opportunities and optimise service delivery models to	<b>Likelihood Score</b>  3  <b>Impact Score</b>  5  <b>Total Score</b>	Director of Finance and Resources	<b>Likelihood Score</b>  3  <b>Impact Score</b>  5  <b>Total Score</b>

	<p>services, including in Adults and Children's services, the continued heightened impact of inflationary pressures across many areas of the budget and the overspend position reported by the 2023-2024 budgetary control and outturn process.</p> <p>During the 2024-2025 budget setting process, this resulted in difficult decisions being made by Members and senior officers about which services to support, with consequences for residents and the city. Further action will be required to deliver an ongoing balanced budget.</p>	<p>Members and senior officers.</p> <p>Short-term announcements and increased volatility of funding make it difficult to obtain value for money, plan, consult and report within required timeframes.</p>	25	<p>produce a medium-term programme of transformation and ensure future financial sustainability.</p> <p>This approach improves the Council's ability to find significant savings and mitigate a significant proportion of the pressure in the medium-term.</p> <p>The Council's aim is to implement medium-term planning, which is not over-reliant on reserve contributions, making budgeting decisions that recognise fundamental pressures in the financial position and maintaining reserve balances at a level that is sufficient to manage budget risks. However, despite all the difficult decisions and positive action taken to deliver a balanced budget for 2024-2025, the Council will still require the use of reserves to balance the 2023-2024 outturn position, and budget gaps remain for financial years 2025-2026 and 2026-2027.</p> <p>Officers have commenced early work to plan for 2025-2026 and beyond.</p> <p>Similar pressures are being reported across the local government sector, and there was no additional (ongoing) funding distributed in the Final Settlement (February 2024) to support the mounting pressure across Local</p>	15		15
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				Government, outside of what had already been announced. Action was, and will continue to be taken as opportunities arise, to lobby the Government directly and through organisations such as SIGOMA, ALATS and the LGA to highlight the Council's (and the sector's) financial position.			
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One Coventry Priorities and Enablers: ICT and Digital impacts the delivery of all priorities and enablers							
Service Area: Digital Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
3	<p><b>ICT &amp; Digital services and their contribution to the delivery of One Coventry Priorities</b></p> <p>If the programme of ongoing development and the implementation of the ICT and Digital Strategies are not successful, this will mean that the organisation will be less able to implement and support new ways of working in line with the One Coventry Plan. This will result in the inefficient delivery or disruption to the delivery of vital services to residents and businesses meaning that the Council will have failed to deliver its One Coventry priorities.</p> <p>Increasingly ICT &amp; Digital supply chains present a risk. A number of suppliers across systems, infrastructure and services</p>	<p>If the programme of ongoing development and the implementation of the ICT &amp; Digital strategies are not successful then the Council may fail to maximise service improvement leading to inefficient delivery of public services, impacting the overall performance of the Council against the One Coventry Plan.</p> <p>Supply chain challenges result in financial pressures and risks as suppliers increase their charges. Where suppliers withdraw products from the market this could represent a significant business risk depending on the notice period given and the time to find an alternative solution.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>The ICT &amp; Digital Service produce an annual service plan which details the programmes and activities that are being undertaken to continue to provide high performing, stable and resilient infrastructure, technology, and systems to support the day-to-day operation of the organisation and delivery of the One Coventry Plan priorities. Progress against this plan is monitored throughout the year.</p> <p>The Council has an established governance, risk and compliance framework and approach which ensures that risk (including resilience) and compliance issues are actively identified, tracked, and remediated. Supply chain risks are also monitored through this with extra focus given to core/critical systems.</p> <p>The One Coventry Plan is supporting new ways of working. Part of this plan is driving forward capability by focussing on collaborating with residents, Members, and the workforce to optimise the benefits, effectiveness, and efficiencies that digital provides.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	Head of Digital Services	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>

	are either struggling in the current economic climate or altering their business models to be able to adapt to the challenging trading conditions. This has meant increasing costs to the Council and in some cases solutions that are used being scheduled to be withdrawn from the market, meaning that the Council needs to find replacements.						
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# One Coventry Enabler: Council's role as a partner, enabler, and leader

## Service Area: Human Resources

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
5	<p><b>A workforce that delivers the Council's priorities</b></p> <p>If the Council does not deliver its Human Resources strategies, key workforce and organisational development objectives will not be met, and the Council will not have a responsive workforce, resulting in it being unable to deliver its One Coventry Plan priorities</p>	<p>The Council will be less able to achieve the successful implementation of the One Coventry Plan and Medium-Term Financial Strategy priorities.</p> <p>The Council will be less able to deliver positive differences to the lives of residents by improving quality of access to services.</p> <p>Employment opportunities to people of different backgrounds will not be fair and the workforce will not be representative of the city.</p> <p>Harassment and discrimination will not be challenged and there will not be a</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	<p>The People Plan focuses on organisational development, pay, reward and recognition, workforce planning, information management, support, and sustainability.</p> <p>One Coventry values are embedded into the recruitment and appraisal processes and form the cornerstone of the recognition scheme.</p> <p>Work with Public Health and Trades Unions, on health and well-being, uses evidence including feedback from staff to develop appropriate responses and actions to support a healthier workforce.</p> <p>Stress, anxiety, and depression are the leading reasons for absence. New initiatives supporting mental health have been introduced, including Mental Health Clinics, Well-Being Wednesdays, U Ok? and BoB – build your own resilience training.</p> <p>A podiatry clinic and Musculoskeletal support is also in place and well-being kiosks will be introduced in key</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>6</p>	Director of Human Resources	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>6</p>

		<p>culture of respect for differences.</p> <p>The Council might not be legally compliant in payroll, and employment processes, such as right to work, and this would place the organisation at reputational and financial risk.</p> <p>Failure to produce relevant learning and development opportunities and/or qualifications which enable professional and personal development and improve service delivery.</p> <p>Competitive market due to the cost-of-living crisis and challenges around public sector pay versus private sector.</p>		<p>locations. Work to secure a Silver Thrive accreditation is near completion.</p> <p>The sickness process – Enabling Attendance at Work has been in place for more than a year, it has been well received and absence has reduced slightly. Audit have made a number of recommendations to improve the process and consistency.</p> <p>Human Resources continue to work in partnership with Trades Unions to review, revise and implement policies, procedures, and training, with a number agreed in the last year.</p> <p>The organisational Diversity and Inclusion action plan details actions taken to improve organisational inclusivity including learning and development opportunities and practical changes to processes such as recruitment. Application numbers from diverse candidates has improved, and the number shortlisted has increased but work is still needed to increase the number of successful candidates. To this end the Council is introducing reflective workforce panels.</p> <p>The Employee Engagement Plan has achieved better and greater</p>			
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				<p>engagement through the recognition scheme, employee newsletter and information sessions. The last part of the plan to recognise employees for the contribution they make has now been implemented and showcases great work and organisational storytelling.</p> <p>A supportive learning culture is being established. The Council's apprenticeship offer has a good reputation and has built better links with schools, but it is seeking to widen this.</p> <p>The Council will retain and develop talented staff with effective succession planning.</p> <p>Leadership and management capability is being strengthened. The Council has access to a mentorship scheme, plus Coaching Culture. In 2023 the Leadership Hub was introduced. This is a one stop site for information on leadership and management development.</p> <p>The Council has developed better and greater use of social media and has a positive rating on 'Glass Door'. It has increased apprenticeship pay and regularly reviews the benefits package. This contributes towards</p>			
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				improving the wider offer. The Council has also introduced a Market Supplement Policy and has a subscription to market data, and it responds to external challenges where possible.			
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**One Coventry Priority: Improving outcomes and tackling inequalities within our communities**
**Service Area: Adult Social Care**

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
6	<p><b>Supporting people who may require services from Adult Social Care to remain safe.</b></p> <p>There is growing demand for care and support from an aging population and working age adults living with complex long-term conditions, while resources of staff and budget are coming under more pressure. This has led to increases in the number of people requiring support across a range of service areas, including assessment, annual reviews, Deprivation of Liberty Safeguards authorisations and Disabled Facilities Grants with the result that there is greater risk of vulnerable people suffering worsening</p>	<p>A greater risk that the Council may fail to adequately discharge its statutory safeguarding duties and other duties under the Care Act, Mental Health Act and Mental Capacity Act, although these acts do not specify timescales for response and resolution of issues.</p> <p>Vulnerable adults do not have the care and support that they need, from the point they need it, so that they can lead full and independent lives in the community.</p> <p>People are left in risky situations as they wait for social care interventions. This is more an issue for people in receipt of</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>Requests for services are triaged with urgent cases prioritised. Decisions are made on the information that presents.</p> <p>Outstanding cases where further work is required are monitored and there is liaison between Service Managers and Team Leaders to agree priorities.</p> <p>Staff resource in place to make regular contact with people waiting for assessment or other intervention and use this information to prioritise.</p> <p>Safeguarding referrals are prioritised to ensure that issues of abuse or neglect are dealt with promptly but some S42 enquiries may not be allocated immediately, but this is based on risk.</p> <p>The recruitment of staff is slowly having a positive impact. However, a number are newly qualified with lower caseloads, less experience and require greater supervision. The Council therefore has a greater proportion of newly qualified staff</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Adults and Housing	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>



	<p>physical and mental health due to the Council's capacity to respond in a timely manner to this demand.</p>	<p>care and support who may be experiencing a change in circumstances because the Council is comparatively quick to respond to people not previously known to it.</p> <p>Vulnerable adults may deteriorate, becoming mentally or physically unwell, lose confidence, fall, or suffer unreported or concealed abuse or neglect.</p> <p>Opportunities for prevention are missed, as are opportunities to work with people over a longer period to improve outcomes. As a result, intervention may become more complex and costly as needs escalate.</p> <p>There is increased pressure on unpaid family carers.</p> <p>Staff including managers experience</p>		<p>requiring a higher level of management oversight.</p> <p>The Coventry Adult Safeguarding Board has a workforce strategy, training plan and quality assurance scheme for training.</p> <p>Audits of safeguarding activity to ensure thresholds are being appropriately applied.</p> <p>Application of a consistent approach to risk management, which has been recently reviewed, and prioritisation across the service.</p> <p>Support offered to existing staff to ensure that the workforce is resilient.</p> <p>To support effective management of resources the Council will focus more on personal budgets when care is reviewed, or new support packages commence.</p>			
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		<p>work related stress and increased sickness. Some choose to leave the sector.</p> <p>The reputation of the Council is reduced because they have failed to assess, safeguard, or protect within the timescales that residents may expect.</p>					
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Children's Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
7	<b>Childrens Services statutory safeguarding responsibilities</b>  If the Council and its partners fail to discharge their statutory safeguarding responsibilities and regulatory obligations, including the management and oversight of caseloads, then a child or young person may experience abuse or neglect leading to significant harm or death.	Risk of children and young people suffering significant harm or death.  Children will suffer worse physical and emotional health and wellbeing, leaving them less able to lead happy and fulfilling lives.  Potential for complaints and litigation.  Children's circumstances and outcomes will not improve, they will not reach their potential and be less able to be independent in adult life.  The reputation of the Council and its statutory partners is reduced because they	Likelihood Score 5  Impact Score 5  Total Score 25	Implementing learning and action plans from Safeguarding Practice Reviews. For every review undertaken and each subgroup, the Boards have a work plan and tracker to include assurance of the recommendations as they are completed.  Re-invigoration of quality assurance framework and performance management around social work cases in all teams within Children's Services.  Ensure Early Help services are effective and the provision of an improved response to need. Deliver purposeful interventions to reduce the likelihood of children escalating into statutory services.  Deliver a 'Good' quality Children's Services so that there is identification and early assessment of those children who need immediate protection. Identification of risks and actions taken to protect them are appropriate and effective. Assessment	Likelihood Score 4  Impact Score 5  Total Score 20	Director of Childrens & Education	Likelihood Score 4  Impact Score 5  Total Score 20

		have failed to safeguard or protect.		<p>and planning are strengthened using a risk management model to support child-focused practice.</p> <p>Awareness raising for all Council employees of signs and indicators of risk to children and young people. To ensure that the impact of any proposed changes in service delivery specifically consider the risk in relation to safeguarding.</p> <p>Ensuring an effective system is in place to report on children who are missing, provide statutory missing from home interviews and other interventions to reduce further missing incidents.</p> <p>Effective plans are in place to manage the increase in demand and the increase in complexity of caseloads.</p> <p>There are clear and accessible policies (including supervision), procedures, and practice standards in place alongside learning and development opportunities that support effective practice and decision making across the Children's Services workforce.</p>			
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Housing and homelessness							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
19	<p><b>An increase in families in temporary accommodation and street homelessness</b></p> <p>As people continue to be challenged by the cost of living, residents will struggle to meet housing costs and there is a risk that there will be an increase in homelessness affecting families and single people across all groups, with an increase in the number of people living in temporary accommodation and rough sleepers. A significant increase was realised in 2023 which is continuing in 2024.</p> <p>Allied to this there is a limited volume of social housing, particularly family housing and with private sector rents</p>	<p>The number of households approaching as homeless and those placed into temporary accommodation increased significantly in 2023 with increases continuing in 2024.</p> <p>Increased numbers of families in temporary accommodation and an increase in street homelessness will have a detrimental impact on the well-being of residents.</p> <p>Levels of deprivation and inequality in the city will increase which will impact on the Councils ability to deliver its One Coventry priority.</p> <p>The Council may fail in its housing duties.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p>	<p>Additional funding for rough sleeping has been provided by the Department for Levelling Up, Housing and Communities but this is only short term to 31 March 2025 and some members are already seeking other employment due to the impending end date on funding.</p> <p>Funding for additional accommodation for rough sleepers has been secured for an 18-bed unit.</p> <p>Refurbishment is underway and approval has also been received for a further two units for single homeless people which is subject to planning.</p> <p>Maximising the internal and external support of partners to help people to remain in accommodation.</p> <p>The Council has purchased 92 units within houses in multiple occupation with a further two schemes totalling 53 beds progressing. Approval to purchase 50 large family houses for temporary accommodation was given in March 2022. 41 have been purchased with a</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p>	Director of Adults and Housing	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p>

	<p>remaining high this means that people may remain in temporary accommodation for, in some cases, several years.</p>	<p>Businesses may struggle to grow if employees cannot find the right housing.</p> <p>The reputation of the city as a great place to live and work will suffer.</p> <p>An increased financial burden on the Council.</p>		<p>further 9 either in conveyancing or have had offers made on them. Maximising the opportunity presented by LAHF3 will further increase this stock.</p> <p>The service has developed and are implementing a temporary accommodation reduction plan.</p> <p>The Council works with Registered Providers and other organisations and landlords in the city to ensure that there are appropriate levels of accommodation built in the city to meet the needs of residents.</p> <p>The private rented sector is currently extremely buoyant and therefore securing properties for homeless households has become very difficult. However, the Government has increased Local Housing Allowance rates from April 2024, but this is having limited impact.</p> <p>The Council has procured a number of family sized houses for temporary accommodation through contractual arrangements.</p> <p>The Council is working with a Registered Provider in the city to deliver circa 50 flats for homeless families as temporary accommodation to be delivered in mid-2024.</p>			
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One Coventry Priority: Increasing the economic prosperity of the city and region							
Service Area: Regeneration & Economy							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
21	<p><b>Business growth and investment</b></p> <p>If the Council does not support business to innovate and grow and is unsuccessful in securing inward investment, the city's economic prosperity will continue to lag comparable areas as it competes against the background of stagnant economic performance which is forecast to persist during 2024.</p> <p>Underlying challenges are the prevailing high cost of doing business, despite inflation falling (notably in energy and costs of goods and services), labour shortages driving up wages, the cost-of-living crisis (which weakens demand), and ongoing higher interest rates,</p>	<p>The city will not have a sustainable, growing, and prosperous economy and the Council will fail to deliver its One Coventry priority. The city will not be modern and vibrant and fewer people will choose to visit.</p> <p>New businesses will not be attracted to the city including those at the forefront of technology, and in growth sectors.</p> <p>Downsizing or closure of businesses, particularly as government has reduced spending on the overall Coventry &amp; Warwickshire business support ecosystem after European Regional Development</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	<p>The Council invests in the city including major schemes such as the A46 Link Road, Coventry Station, Whitley South infrastructure, Very Light Rail, City Centre South, Two Friargate, Hotel Indigo, Cultural Gateway, secondary schools' expansion, and completion and roll-out of the UK Battery Industrialisation Centre.</p> <p>The WM Gigafactory has outline planning permission which has the potential to raise £2bn of investment. Discussions are ongoing with investors (some are at advanced stages) and Government to accelerate the project. The WM Gigapark is also confirmed as a tax incentive and Business Rate retention site in the WMCA Investment Zone, which should help to improve the attractiveness of the area to invest in both production and research and development activities in future mobility, batteries, and associated supply chains.</p> <p>The Council continues to work with WMCA to ensure that the supply chain, innovation/research and development</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>	Director of Regeneration and Economy	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>

## Appendix 1

	<p>which raises the cost of borrowing. Despite full expensing now being made permanent, these are constraining business investment levels.</p> <p>The challenging international trade environment and higher administration requirements for exporters and importers post Brexit is also constraining the growth and competitiveness of those businesses with products and services that can be traded internationally.</p>	<p>Fund funding ended in June 2023. The replacement fund (UKSPF) is 43% smaller in size and the availability of innovation support is significantly reduced.</p> <p>Many small businesses are still repaying COVID loans and are tackling challenges with higher interest rates. This continues to restrict their ability to generate sufficient revenue and profit.</p> <p>Redundancies could result in increases in unemployment. This will put pressure on welfare systems. Lack of growth in the economy also reduces availability of opportunities to get the economically inactive back into the labour market.</p> <p>The desire of businesses to recruit</p>		<p>and skills development interventions to be delivered through the Investment Zone funding are targeted and focused to accelerate growth of the region's low emission vehicles and battery supply chain. The Council will work with regional partners to ensure that some of the £4.5bn that the government has announced to support the development of advanced manufacturing nationally is directed at further projects that will help accelerate more development of the region's future mobility and battery supply chains.</p> <p>Collaboration with local business support partners (fronted by CW Growth Hub) to develop an evidence base and lobby WMCA and subsequently Government on local business needs, and to shape future interventions and secure the necessary public funds from future funding settlements, especially beyond March 2025 (when current funding expires).</p> <p>The new Business Growth WM in Coventry offer, through the UK Shared Prosperity Fund, fronted by the Council (with CW Growth Hub and CW Chamber and CW CDA - procured specialist partners) has seen strong demand since its launch in September 2023 with the Council exceeding its Business Assist target for 2023/24.</p>			
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		<p>new staff has fallen in recent months.</p> <p>Levels of poverty and deprivation stay the same or get worse and inequality will increase, including health inequality.</p> <p>A decrease in residents health and well-being.</p> <p>An increase in demand for Council services combined with a reduction in resources available to it, through a decrease in business rates and the tax base.</p>		<p>The Council will continue to market the support offer extensively. This is supporting businesses (through non-financial support and grants) with barriers to growth and innovation, with specialist support services in decarbonisation and investment readiness (all up to March 2025). The service will also signpost businesses to other regional and national business support products (e.g. Help to Grow, British Business Bank, WM Co-investment Fund and upcoming WM Supply Chain, High Growth and Exporting programmes).</p> <p>Referral of businesses to specialist international trade support, including DIT's Export Academy plus wider financial support and workshops/1:1 support.</p> <p>Inward Investment Service and the Council's partnership work with WM Growth Company in accessing major international investment and trade opportunities, particularly from growth sectors such as advanced manufacturing (including low emission vehicles and batteries), creative industries and professional services.</p> <p>The Council's Employer Hub will continue to match Coventry residents</p>			
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				<p>with vacancies in businesses, so recruitment needs are tackled.</p> <p>Support for hosting major events and conferences in the city that bring both short-term and longer-term benefits to businesses, including ensuring that the Council builds strong economic and social legacies from UK City of Culture 2021 and the 2022 Commonwealth Games. This includes capitalising on the £127m of media coverage and increased profile of the city, as well as building on 2022 as a record year for tourist numbers and spend in Coventry.</p>			
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Children's Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
22	<b>Childrens Services workforce stability</b>  If Children's Services fails to retain and develop its workforce to reflect the way it needs to operate, this might result in staff, particularly social workers, leaving the Council with the result that the service provided to children and young people and their families will deteriorate.	A deterioration in service to children, young people, and their families.  Harm, and risk of harm to children and young people may be missed.  Less continuity of social worker on cases impacting upon the understanding of children's circumstances.  A need to recruit expensive agency social workers to meet statutory requirements and demand.  A higher proportion of less experienced newly qualified social workers who require greater supervision, with	Likelihood Score  5  Impact Score  5  Total Score  25	Resource planning for workforce needs now and in the future.  Supporting the workforce by refreshing the Council's employee engagement and ensuring employment practices are fit for purpose.  Ensuring the workforce has the tools to work smart and efficiently.  Have in place an effective leadership and management development strategy (programme) and a pay and reward framework that is fit for purpose.  Recruitment and retention strategies are in place to recruit and retain experienced social workers. A range of social media platforms, recruitment campaigns, and other innovative approaches are deployed and considered, drawing upon the recent success of the Kids TV programme.	Likelihood Score  4  Impact Score  5  Total Score  20	Director of Childrens & Education	Likelihood Score  4  Impact Score  4  Total Score  16

		<p>reduced experience in the service to coach, develop and grow social workers in the early stages of their career.</p> <p>Impact on grant funding and ability to meet grant criteria to access continued funding. For example, being unable to recruit Early Help staff.</p>		<p>The recruitment and retention offer for grade 7 and grade 8 social workers was implemented on 1 April 2023 and a one off retention payment made to social workers who remained in post for 12 months was paid in March 2024. Leaver data has indicated that the retention payments have made a positive impact on retention rates, with a reduction in social workers leaving the service in 2023/24 compared to the previous year.</p> <p>However, the retention of experienced social workers (grade 8) has been highlighted as a new emerging risk for 2024/25 as retention payments cease, Grade 8 social workers have no replacement offer. Warwickshire County Council have launched a 2 year - 7k retention offer from April 2024, posing a risk for Coventry if experienced social workers leave.</p> <p>Grade 7 social workers are deemed to be less of a risk with a new progression scheme introduced from 1 April 2024, for grade 7 social workers to progress to grade 8 by demonstrating their experience and evidence through a panel process.</p> <p>In response to the risk of losing experienced grade 8 social workers, the service is considering a further</p>			
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				<p>retention offer to mitigate the risk of experienced social workers leaving.</p> <p>Under the current Social Work Academy model, newly qualified social workers after 2 years of service and their ASYE – (Assessed and Supported Year in Employment) can go through a panel progression to become a grade 7. Data is showing that this progression approach means newly qualified social workers are paid less in their first years compared with those who train through other Councils.</p> <p>In response to this risk and to prevent newly qualified social workers leaving within their first two years, the service is considering a number of options to mitigate the risk.</p> <p>Regular monitoring and review of agency social workers takes place to identify reasons for cover matched against service needs, providing robust challenge where necessary. A retention offer proposal will help to mitigate the risk of experienced social workers leaving and agency staff increasing.</p>			
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One Coventry Priority: Tackling the causes and consequences of climate change							
Service Area: Climate Change and Sustainability							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
24	<p><b>Tackling the causes and consequences of climate change and promoting sustainability</b></p> <p>If the Council does not have a relentless focus on sustainability and tackling the causes of climate change and mitigating its consequences, then the residents of Coventry and the environment will suffer harmful impacts. These will be detrimental to residents' health and wellbeing as well as to biodiversity.</p>	<p>Carbon emissions will not reduce in line with mandatory targets.</p> <p>An adverse impact on biodiversity.</p> <p>Reduced health and wellbeing for the population and greater health inequalities e.g., worse air quality impacting respiratory health, and heat stress related health incidents.</p> <p>Fuel and food poverty.</p> <p>Increasing energy costs which are exacerbated through energy inefficient homes below EPC C (currently 110,000 homes in the city).</p> <p>Increased costs to business, for energy, fuel, and waste</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Development of the climate change strategy and action plan, measured by performance indicators to track progress.</p> <p>The mobilisation of an independent Coventry Climate Change Board with five recently established Pathway Groups will address the challenge of sustainability and climate change:</p> <ul style="list-style-type: none"> <li>• Low Carbon</li> <li>• Circular Economy</li> <li>• Nature Based (biodiversity)</li> <li>• Adaptation and Resilience</li> <li>• Fairer Green Futures</li> </ul> <p>The five Pathway Groups have independent chairs as outlined by the International Council for Local Environmental Initiatives Five Development Pathways which support the 17 United Nations development goals.</p> <p>Feeding into the Local Plan Review, strengthening the planning policy framework to deliver more sustainable future development.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Regeneration and Economy	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>

		<p>management. This would have a detrimental impact on the local economy.</p> <p>An increase in floods and flood damage to infrastructure, homes, businesses, and the natural environment.</p> <p>The Council may fail to deliver its One Coventry priority.</p>		<p>Development, adoption and implementation of a Council wide adaptation and resilience plan.</p> <p>Improvements in energy efficiency and use of low carbon technologies. This will be led by the procurement and development of a fifteen-year Strategic Energy Partnership with E.ON, to increase the scale and pace of decarbonisation projects across the city.</p> <p>Investing in technologies to make the city a global market leader in clean and green transport, such as the development of Very Light Rail and drone technology. Roll out of All-Electric Bus City by 2025.</p> <p>Increased use of low carbon transport, active travel, and public transport.</p> <p>Reducing waste by supporting businesses, schools, communities, and the development of a circular economy. Promotion of the new Materials Recycling Facility to educate residents on domestic recycling and boost recycling rates.</p> <p>Measures to improve air quality such as promoting modal shift and active</p>			
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				<p>travel, introducing more green space and infrastructure schemes.</p> <p>Sustainable urban drainage and green and blue initiatives to create more high quality and accessible green and blue infrastructure across the city.</p> <p>Protecting and developing existing and new biodiversity, including through Biodiversity Net Gain, and developing a Local Nature Recovery Strategy.</p> <p>Community engagement and campaigns to promote behaviour change. This has started with consultation on the draft Climate Change Strategy and a targeted engagement plan is being developed to deliver positive action working with communities and businesses across the city.</p>			
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Education and skills							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
25	<b>Education and the link to inequalities</b>  If the Council does not meet its sufficiency duties, enabling children to take up their education entitlement, then there is a risk that their educational achievement will suffer resulting in young people who are less able to access positive destinations as they move to adulthood and lead fulfilling and healthy lives, leading to increasing inequalities.	Quality education is key to raising attainment and reducing inequalities and gaps in achievement for vulnerable pupils.  An increase in the number of young people not in education, employment, and training.  Greater deprivation as young people are unable to sustain a livelihood in the future.  Inequalities will not reduce in line with the Council's One Coventry priorities.	<b>Likelihood Score</b> 4  <b>Impact Score</b> 4  <b>Total Score</b> 16	A joined up One Coventry approach (including locality prototypes) to enable families to access support as early as possible.  Launch of Early Help Strategy 2023-2025 and close working arrangements between Schools, Education and Children's Services to understand how family support can impact positively on the lives of children and young people.  Doing It together: Getting a Good Education workstream has representation from headteachers across the city and feeds into the Coventry Safeguarding Partnership.  Co-ordination and facilitation of the Coventry Education Partnership including school improvement, school to school support, collaboration, to support quality education and whole school improvement.	<b>Likelihood Score</b> 2  <b>Impact Score</b> 3  <b>Total Score</b> 6	Director of Childrens & Education	<b>Likelihood Score</b> 2  <b>Impact Score</b> 3  <b>Total Score</b> 6

				<p>Management of supply and demand of school places across Coventry to fulfil the local authority's statutory duty in providing sufficient school places. Review of the Fair Access Protocol to ensure that the Council can continue to allocate school places for unplaced children and young people. The introduction of schemes and funding for bulge classes across the city to respond to significant increases in in-year admissions.</p> <p>Management of education capital investment in school buildings. This includes the delivery of the One Strategic plan, including Secondary and Special School expansion, and capital expansion to support the delivery of bulge classes across the city.</p> <p>Life-pathway approach including effective commissioning of the service supporting people Not in Education, Employment or Training. Tracking for young people, after the age of 16, to ensure appropriate pathways are identified.</p>			
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Education and skills							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
26	<p><b>Increases in demand for specialist school placements for children with an Education Health and Care Plan</b></p> <p>Persistent year on year increases in demand for specialist school placements for children with an Education Health and Care Plan, is exceeding supply both locally and nationally. Consequently, the Council is becoming increasingly reliant on the independent sector to meet its statutory sufficiency duty.</p> <p>Alternative out of city placements, represent a significant unit cost increase in terms of both fees and travel.</p>	<p>Impact on the wellbeing and outcomes for children with special education needs in their childhood and on life chances into adulthood.</p> <p>Impact on the Council's budget, due to increase volume and unit costs, resulting in a potential in-year deficit of the High Needs Block and increased pressures on the home to school transport budget.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p>	<p>Further specialist school placements will be commissioned locally, with a focus on delivering the planned expansion of Woodfield Special School on the Woodlands site in the medium term.</p> <p>The capacity of special schools for learning disability will be maximised in the short term, through a programme of capital expansion.</p> <p>A range of early intervention and alternative support pathways will reduce the demand for special school placements by offering high quality mainstream alternatives. This will include a series of enhanced resourced provisions (units) within mainstream schools.</p> <p>A co-produced workforce strategy will support the development of skills and expertise, enabling schools to further develop inclusive practice and increase capacity to meet a broader range of complex needs, underpinned by a training programme.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	Director of Childrens & Education	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>

The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.							
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Public Health							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
27	<b>Reducing health inequalities</b>  If the Council and its partners do not embrace the challenge of reducing health inequalities, then more deprived and vulnerable residents will continue to experience worse health outcomes leading to decreased quality of life, healthy life expectancy and life expectancy.	Residents will not lead healthy, happy, independent, economically active, productive, and fulfilled lives.  Life expectancy rates that are below the English average.  A failure to reduce the wide gap in life expectancy between the most affluent wards and the least well off.  Residents from more deprived wards continue to have proportionately fewer years of healthy life.  Domestic abuse, sexual violence, drug, and alcohol dependence might increase.	<b>Likelihood Score</b>  5  <b>Impact Score</b>  5  <b>Total Score</b>  25	A financial strategy which seeks to apply the Council's resources systematically to reduce inequalities and protects the ring-fenced public health grant.  Systematically commission, employ, train, and procure in a way which proactively seeks to reduce inequality and the application of EIA and Scrutiny processes.  Use a population health approach and population health management to identify and respond to need.  A clear focus on the wider determinants of health <ul style="list-style-type: none"> <li>• An Economic Prosperity approach which seeks to integrate the reduction of inequalities.</li> <li>• Improve the quality of jobs across the economy.</li> <li>• Work to reduce inequality in the education system, especially in the early years.</li> </ul>	<b>Likelihood Score</b>  3  <b>Impact Score</b>  5  <b>Total Score</b>  15	Director of Public Health and Wellbeing	<b>Likelihood Score</b>  3  <b>Impact Score</b>  5  <b>Total Score</b>  15

			<ul style="list-style-type: none"> <li>• Support the vulnerable, including the homeless, those with mental illnesses, refugees, and migrants.</li> <li>• Tackle violence.</li> <li>• Helping those on low incomes to access housing, heating, and insulation.</li> </ul> <p>Work with our partners within the Integrated Care System and voluntary and community groups to tackle healthcare inequalities.</p> <p>Apply at scale and intensity relating to the social gradient the prevention of ill health, maintenance of healthy lifestyles, and behaviours, empowering people to stay healthy and well and prevent limiting long-term health conditions.</p> <p>A greater focus on prevention rather than responding to social care needs and treating illness. Prioritise prevention as the first part of any clinical or care pathway.</p> <p>Having a collaborative approach with residents and communities (One Coventry) enabling and building leadership capacity within identified communities.</p>			
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One Coventry Enablers: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
28	<p><b>A deterioration in industrial/employee relations affects the Council's ability to deliver vital services.</b></p> <p>The Council was subject to an industrial dispute in 2022 and there was further action from teachers and support staff in 2023. The Trades Unions have a mandate for strike action within waste services.</p> <p>Cost of living and inflation remain a challenge in the city and there is potential for deterioration in employee relations resulting in wider disruption or cessation of operations and the Council being unable to provide services as planned.</p>	<p>Residents, including those who are vulnerable, do not receive the standard of service that they expect, and their quality of life is adversely impacted.</p> <p>The Council is in breach of its statutory duties.</p> <p>A longer lasting worsening in relations with Trade Unions and colleagues.</p> <p>The Council suffers reputational damage.</p> <p>Increased costs of alternative delivery mechanisms.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>Effective industrial action management to cope locally with the impact of strikes.</p> <p>Continued negotiation with the Trades Unions to find solutions to difficult problems.</p> <p>Engagement with the wider workforce to manage expectations in the face of difficult financial settlements and demands on services.</p> <p>The national pay award discussions on pay.</p> <p>Where disputes occur the use of ACAS is an option open to both parties.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Human Resources	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>

## One Coventry Priorities: Improving outcomes and tackling inequalities within our communities

## Service Area: Cross-cutting

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
30	<b>Building community cohesion</b>  As the Council promotes a strong and resilient inclusive economy that contributes to the prosperity of the whole city; and as it facilitates an improvement in outcomes for residents and a reduction in inequalities through a collaborative approach, then this will result in improved relationships between different communities, reducing any tensions between people from different backgrounds and identities and create an environment that positively impacts the wellbeing of residents.	Trust is built up as communities no longer live in fear and there is a shared sense of belonging.  There is greater meaningful contact between people of diverse backgrounds.  Children get the best start in life.  There is greater quality of life for all.  Crime will decrease including hate crime resulting in an increase in community safety.  The reputation of the city improves which encourages investors.  Refugee and migrant communities are adequately supported	Likelihood Score  3  Impact Score  4  Total Score  12	The One Coventry Plan gives priority to the Council's work as a civic leader in collaboration with residents, communities, and partners.  The One Coventry Plan gives priority to improving outcomes, tackling inequalities, and promoting business growth by working with business, residents, partners, and education providers to ensure that all communities benefit from job opportunities created by investment in the city.  The Council leads on the delivery of aspirational investments to promote the prosperity of the city.  The Council collaborates with local business support partners and provides business support services and programmes.  Collaborating with residents and communities, listening to their ideas, and coming together to find solutions to challenges faced, making a positive difference to their lives and	Likelihood Score  2  Impact Score  3  Total Score  6	Director of Law and Governance	Likelihood Score  2  Impact Score  3  Total Score  6



		<p>leading to cultural cohesion between groups, and better outcomes for individuals. The city's diversity and community wellbeing are enriched.</p>		<p>environment, such as cleaner neighbourhoods.</p> <p>Collaborating with partner organisations to improve the quality of the lives of residents, enabling them to live in the community wherever possible by investing in community support and building community capacity.</p> <p>The CSW Resilience Team plan for emergencies and contribute to the West Midlands Local Resilience Forum (LRF). The LRF brings together the Council, emergency services, NHS, and other partners to ensure that agencies across the West Midlands are prepared for emergencies.</p> <p>Tackling violence, including domestic abuse and sexual violence, particularly in areas of the city that suffer high levels of crime and deprivation.</p> <p>Supporting the most vulnerable – including people who are street homeless, experiencing mental ill-health and the integration of our refugee and migrant communities.</p> <p>The promotion of quality events at accessible prices to bring different</p>			
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				<p>communities together in a positive environment.</p> <p>The Migration Team works closely with partners to provide key services to facilitate integration of refugee and migrant communities, including support services, English for speakers of other languages, promoting cross-cultural dialogues and events, education, induction to the city, life in the UK awareness, volunteering opportunities, employment assistance etc.</p> <p>Access to good quality affordable housing fosters cohesive neighbourhoods and the Council works with Registered Providers and other organisations and landlords in the city to ensure that there are appropriate levels of accommodation built in the city to meet the needs of residents.</p>			
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One Coventry Enabler: Continued financial stability of the Council							
Service Area: Cross-cutting							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
31	<p><b>A Council that makes thoughtful, well researched and robust business case backed commercial investments to derive additional sustainable income streams to the Council, so that it has additional funds to provide services to residents, deliver policy priorities, and achieve its One Coventry Plan through being more financially robust.</b></p> <p>If the Council does not make well researched commercial investments, that are supported by sound business cases it will be financially weaker and consequently less able to deliver its One Coventry Plan priorities</p>	<p>Assists the Council to deliver services to residents.</p> <p>The Council will be better able to navigate a deteriorating financial backdrop to local government funding caused by inflation and the increasing demand on Public Services.</p> <p><b>Tom White Investment:</b></p> <p>Assists the Council to achieve its One Coventry priority to tackle the causes and consequences of climate change, by significantly increasing commercial waste recycling rates, less waste to landfill, a reduction in the use of raw materials in UK</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p>	<p>Each of the investments have been undertaken following detailed due diligence, with any matters arising being activity managed post investment.</p> <p>Ongoing investment decisions promoted by any of the companies are subject to further due diligence, risk assessment and a robust business case. Material aspects of these are supported with external advice, such as legal, technical, and financial/tax advice. The role of the Coventry Municipal Holdings Ltd (CMH) and Coventry Shareholder Committee strengthen the governance structure in place in relation to management of the investments and scrutiny of the performance against approved plans.</p> <p>The Council has taken care to invest in a broad range of activities to protect against financial shocks to specific sectors.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	Managing Director CMH	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>

	<p>and provide services to vulnerable residents.</p>	<p>industry, and the promotion of the circular economy. A reduction of waste sent abroad and to landfill.</p> <p>Reinvesting the profits for environmental and social purposes through the Council in support of the One Coventry Plan.</p> <p><b>Coombe Abbey Park investment:</b></p> <p>The use of Council assets is enhanced such as St Marys Guildhall and parks, resulting in a financial return on these assets, improved quality of life for residents and a significantly enhanced visitor experience.</p> <p>The hospitality sector has faced a challenging period caused by the impact of COVID on trading performance, inflation from suppliers and customers having less disposable income</p>		<p>Suitably experienced or qualified Board Directors are in post in each of the company boards. They oversee the investment performance and ensure accountability for outcomes. Training has been provided to Directors and Members of the Coventry Shareholder Committee, so they understand their legal responsibilities and the role they play in the governance framework.</p> <p>Companies (and their Directors) are subject to the legally binding Group Governance Agreement. The agreement sets out clearly the level of decisions that can be made within each company, what comes to the parent company, CMH for decision, and what is reserved back to Coventry Shareholder Committee and/or Full Council.</p> <p>There is at least one Council Director on each company board, at least two Directors from CMH on each company board and regular reports to Coventry Shareholder Committee (a subcommittee of Cabinet).</p> <p>Each company prepares a robust annual business plan and financial budget that is approved by the respective company Board, CMH and</p>			
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	<p>which affects demand for services. The business is focused on balancing the impact of cost recovery against prices charged for services provided in the market and is working with a revenue manager to understand the impact of price/occupancy.</p> <p><b>General Financial:</b></p> <p>The Council benefits from loans made to its wholly owned companies, on an entirely commercial basis.</p> <p>The Council receives rental income from property leased from the Council by the investment companies.</p> <p>The protection of rent payments to the Council.</p> <p>The risk on loan repayments to subsidiary companies</p>		<p>Coventry Shareholder Committee for delivery.</p> <p>The company Board Directors review and challenge business performance each month against the business plan and financial budget, reporting any matters arising to the holding company board. Coombe Abbey has a Non-Executive Director sector expert on the Board to provide challenge to the management team and information alongside other Board members.</p> <p>The CMH board reviews and challenges company performance every quarter. The Coventry Shareholder Committee receive a formal Performance Report for the preceding year by October in each year, to advise formally on company performance following issuance of audited company accounts (if available), and an informal report on year-to-date performance mid-year.</p> <p>The availability of appropriate information, the regularity of information review and challenge, the knowledge and experience of Board Directors, the breadth of reporting and clarity on decision making (contained within the Group Governance Agreement) means that financial</p>			
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		rests with the Council as shareholder.		<p>performance of the investments is well understood, challenged, and supported to mitigate risks.</p> <p>Risks of companies not supporting the One Coventry Plan are mitigated through the annual business planning process, with Board Directors at each level and the Coventry Shareholder Committee ensuring that the plans support the Council's One Coventry Plan priorities, with sufficient engagement to allow these to be influenced, as necessary.</p>			
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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
32	<p><b>A workforce that is healthy and safe</b></p> <p>If the council does not actively manage health and safety whilst delivering One Coventry Plan priorities and services to residents, including working within a challenging budget, then employees and members of the public and others may be harmed, resulting in injury, ill health, or loss of life.</p>	<p>Failure to manage health and safety could result in injury, ill-health, or loss of life to employees or members of the public.</p> <p>The Council will be less able to achieve the successful implementation of the One Coventry Plan priorities and deliver services to residents.</p> <p>Increased sickness absence of staff.</p> <p>Disruption to services to residents including those who are vulnerable.</p> <p>Criminal prosecution by enforcement bodies such as the Police and the Health and Safety Executive.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>The Council must always comply with health and safety legislation.</p> <p>The promotion of a positive safety culture ensuring a safe and healthy environment for all.</p> <p>Implement the Council's Health and Safety framework and the Council's Health and Safety Policy.</p> <p>Provide training so that managers and employees are aware of their health and safety responsibilities to themselves, and others impacted by their activities.</p> <p>The Council has invested in health and safety in the last year, by recruiting a further two health and safety advisors.</p> <p>Implement specific health and safety policy, procedures, guidance, and safe systems of work across the Authority at service level.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Human Resources	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>

		<p>Sanctions including fines, imprisonment, and disqualification from office.</p> <p>Increased budget pressures from Employers' and Public Liability claims.</p> <p>Increased insurance premiums.</p> <p>Damage to equipment and premises with associated costs and service pressures.</p> <p>Reputational damage and a loss of credibility.</p>		<p>Audit, inspection and monitoring of health and safety compliance across the Authority.</p> <p>The Council has introduced a new recording system for Incidents, accident and near misses - IAN.</p> <p>Awareness raising campaigns involving regular communications to staff promoting a range of health and safety topics to develop a positive safety culture.</p> <p>The Council has undertaken targeted work on violence and aggression at work.</p> <p>Effective Health and Safety risk assessments. Undertaking a review of the Health and Safety Committee arrangements to consider strengthening governance and gaining wider engagement.</p>			
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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
33	<p><b>Equal pay claims and the impact on budgets and the delivery of services.</b></p> <p>The number of equal pay claims already received are a significant financial risk if successful. If the claims continue to increase, there will be a significant impact on the Council's reserves and revenue budget. Meeting liabilities may result in spending reductions and a deterioration in service delivery to vulnerable residents.</p>	<p>There are currently approximately 500 claims under consideration.</p> <p>If the Council needs to meet the liability, including potential additional pension fund contributions, this may necessitate further spending reductions in service budgets.</p> <p>A challenging employee relations climate due to the claims and the subsequent action needed to stop the unfair practice, including industrial action.</p> <p>Reputational damage.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Claims are being defended at Tribunal.</p> <p>The Council is committed to equal pay principles and practice and equitable pay arrangements for all staff.</p> <p>Posts are subject to Job Evaluation by internal trained panels of staff to ensure that job descriptions accurately reflect duties and responsibilities and are graded fairly.</p> <p>The results of decisions made by other authorities are monitored to ensure that relevant lessons are learnt.</p> <p>Expert legal advice is obtained to ensure compliance with legislation.</p> <p>Consultation with both Trades Unions and employees has been completed and where appropriate changes made to address the potential underlying practice which has created the potential inequality.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	Director of Human Resources	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>

<b>One Coventry Enabler: Continued financial stability of the Council</b>							
<b>Service Area: Cross Cutting</b>							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
34	<b>Successful investments in companies</b>  If there is inadequate governance of companies, the Council may sustain a depreciation in the value of its investments, be unable to drive income to raise revenue for services and deliver its One Coventry Plan priorities.	Investments have made significant returns through income generation and cost cutting.  Investments make a significant contribution to the local and regional economy contributing to growth and employment.  Investments have an impact on the regeneration of the city.	Likelihood Score 3  Impact Score 3  Total Score 9	The Council has taken care to invest in a broad range of activities to protect against financial shocks to specific sectors.  Governance structures have been approved at Cabinet. A subcommittee of Cabinet, the Coventry City Council Shareholder Committee oversees companies in which the Council is a shareholder.  In November 2023, the external auditors Value for Money Report (for 2021/22) on company governance maintained that the structures for the	Likelihood Score 2  Impact Score 2  Total Score 4	Director of Finance and Resources	Likelihood Score 2  Impact Score 2  Total Score 4

		<p>The Council will be better able to navigate a deteriorating financial backdrop to local government funding caused by inflation and this will help the Council to deliver services to residents.</p> <p>Investment in Sherbourne Recycling will help the Council pursue its climate change priority.</p> <p>Other investments contribute to increasing the economic prosperity of the city and region.</p>		<p>companies in the scope of the audit were appropriate and would enable the Council to have oversight of its companies and investments. They have suggested that the Council seeks an independent assurance review once the arrangements are embedded, which is planned for the Summer of 2024.</p> <p>Suitably experienced or qualified Board Directors are in post in each of the company boards.</p> <p>The Council receives an annual independent valuer's report on long term investment value.</p> <p><b><u>Birmingham Airport</u></b> The Council is one of seven Councils which are shareholders, and they sometimes act as a block to increase influence.</p> <p>The Council has a representative on the Shareholder Advisory Board.</p> <p>The Airport has voluntarily adopted a Governance Framework that is assessed against the Wates Principles.</p> <p>There are policies in place to manage financial risk alongside a risk</p>			
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				<p>management programme that is regularly reported to the Board.</p> <p><b><u>Sherbourne Recycling</u></b></p> <p>The Council has Director representation on the Board.</p> <p>Impacts of financial guarantees given to contractors are mitigated through shareholder agreements.</p> <p>A competent project team has been established.</p> <p>A comprehensive risk register is maintained. The greatest risk to project viability has been mitigated through engagement with partner Councils.</p> <p><b><u>Coventry and Solihull Waste Disposal Company</u></b></p> <p>The Council has Director representation on the Board. The Articles of Association establish the requirement for unanimous decision making.</p> <p>Coventry City Council has the majority shareholding.</p>			
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				<p><b><u>Friargate Joint Venture Project Limited</u></b></p> <p>The Council is represented by 2 out of 5 Directors on the Board.</p> <p>Once the loan provided by the Council is paid off, the assessment of profits available for distribution shall be made by an independent auditor.</p> <p><b><u>University of Warwick Science Park Business Innovation Centre Limited</u></b></p> <p>The Council has Director representation on the Board.</p>			
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One Coventry Priorities and Enablers: ICT and Digital impacts the delivery of all priorities and enablers							
Service Area: Digital Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
35	<p><b>The threat of Cyber-attack to the delivery of One Coventry priorities</b></p> <p>If the Council fails to deliver its ICT and Digital Strategies the likelihood of a large-scale failure of ICT &amp; Digital services due to cyber-attack will increase. This could have a fundamental and significant impact on the delivery of the One Coventry priorities, the day-to-day operation of the Council and the provision of services to vulnerable people and the residents of the city.</p>	<p>If there was a large-scale failure of the services and technology that ICT &amp; Digital provide then services to residents and business, including statutory duties, would not continue to be delivered effectively and efficiently and in a manner that suits the customer.</p> <p>Data security and use of systems would be compromised leading to litigation, fines, reputational damage, increased costs, and a waste of staff and managerial time.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>The ICT &amp; Digital Service produce an annual service plan which details the programmes and activities that are being undertaken to continue to provide high performing, stable and resilient infrastructure, technology, and systems to support the day-to-day operation of the organisation and delivery of the One Coventry Plan priorities. Progress against this plan is monitored throughout the year.</p> <p>The Council has an established governance, risk and compliance framework and approach which ensures that risk (including resilience) and compliance issues are actively identified, tracked, and remediated. Supply chain risks are also monitored through this, with extra focus given to core/critical systems.</p> <p>Cyber resilience is pursued by having scheduled monthly maintenance</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	Head of Digital Services	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>

				<p>windows where servers are patched, upgraded, and maintained with the latest bug and security fixes and scheduled network maintenance windows, so that network connectivity and firewall devices are patched and maintained.</p> <p>Patching and maintenance of laptops is on a 14-day cycle in line with the recommendation of the National Cyber Security Centre.</p>			
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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Communications							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
36	<b>Managing any loss of reputation and public trust</b> There are numerous issues, which if they happen carry the risk of damaging the Council's reputation with the public resulting in a loss of their trust. For example: industrial action, loss of data, a service failure, political matters etc.	The nature of the impact on the reputation of the Council will depend on the type of incident that has taken place.	Likelihood Score 3  Impact Score 4  Total Score 12	The council has board-level representation for communications with experience of major incidents and reputational matters.  A communications update is provided to Leadership Team each week highlighting risks and mitigating actions.  The Communications Department is responsible for managing situations and advising the services involved.	Likelihood Score 2  Impact Score 3  Total Score 6	Strategic Lead for Policy and Comms	Likelihood Score 2  Impact Score 3  Total Score 6



One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Regulatory Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2024
37	<b>Inadequate database systems in Regulatory Services</b>  If, following a data transfer to new products and packages, the Council has inadequate database systems (Property Licensing, Building Control and Alcohol and Entertainment Licensing) there is a risk that the Council's business will not be conducted efficiently resulting in statutory requirements not being met, inspections not being conducted, and complaints not being investigated.	An inaccessible case management system.  Not meeting statutory requirements, inspections not being conducted, and complaints not being investigated.  Damaged relationships and reputation with stakeholders such as customers, partners, and regulators.  Operational efficiency and reliability are reduced because of delays, errors and disruptions to data processing, analysis, and reporting.  A financial impact on the Council due to increased	Likelihood Score 5  Impact Score 4  Total Score 20	Data recovery: recover the corrupted, lost, or mismatched data files from the old database system, the data backup, or the data sources of origin.  Repair or restore the damaged or altered data files using data recovery tools or manual methods.  Data validation: validate the recovered data files against the data specifications and requirements of the new system. Verify the data formats, data types, data structures, data fields, and data values of the recovered data files using data validation tools or manual methods.  Data reconciliation: reconcile the validated data files with the existing data files in the new system. Resolve any conflicts, discrepancies, or anomalies between the validated data files and the existing data files using data reconciliation tools or manual methods.	Likelihood Score 4  Impact Score 4  Total Score 16	Director of Law and Governance	Not Applicable

		<p>expenditure and reduced fee income.</p> <p>The strategic direction, alignment, and execution of the organisation will be affected resulting in compromised decisions, actions, or outcomes.</p> <p>The new Building Safety Regulator Operational rules/KPIs not being met, and a risk of renewing the 5 Year Additional Licensing Scheme.</p>		<p>Data quality assurance: ensure the quality of the reconciled data files in the new system. Test the functionality, performance, security, and reliability of the reconciled data files using data quality assurance tools or manual methods. Plan and design the data transfer carefully, considering the data requirements, specifications, and expectations of the source and target systems.</p> <p>Test and verify the data transfer thoroughly by using sample data, mock data, or live data, and metrics, such as data quality, format, security, volume, and integration.</p> <p>Monitor and troubleshoot the data transfer continuously, using tools such as logs, alerts, or reports, and techniques such as root cause analysis, error handling, or corrective actions.</p> <p>Document and communicate the data transfer clearly using policies, procedures, or guidelines, and channels such as meetings, emails, or newsletters.</p> <p>Review and improve the data transfer periodically by feedback, evaluation, or lessons learned, and methods such</p>			
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				as benchmarking, optimization, or innovation.			
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## One Coventry Priorities: Improving outcomes and tackling inequalities within our communities

## Service Area: Cross-cutting

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous year's residual risk score
38	<p><b>Impact of the Illegal Migration Act 2023 on Coventry</b></p> <p>The Illegal Migration Act 2023 (IMA) poses significant risks to the protections and support systems currently in place for asylum seekers, including children and adults, arriving in the UK after 20 July 2023.</p> <p>If fully enacted, the Illegal Migration Act will fundamentally alter the asylum system. A significant increase in the number of asylum seekers (currently estimated at 2,000) will be in limbo, uncertain of their status and facing the possibility of detention or removal. This may lead to</p>	<p>Many individuals arriving in the UK would no longer have their asylum claims assessed in the UK, leaving them vulnerable to detention and removal.</p> <p>Unaccompanied children, who would face the threat of removal upon reaching adulthood (18 years).</p> <p>Increased uncertainty for asylum seekers</p> <p>Strain on local services (homelessness &amp; housing, healthcare, social services)</p> <p>Challenges to community cohesion</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>Enhance support networks for asylum seekers, facilitating integration through language support, cultural orientation, and access to essential services.</p> <p>Prioritise mental health support services to address the psychological impact of uncertainty, trauma, and prolonged displacement.</p> <p>Develop contingency plans for increased demand on services, ensuring resilience in housing, healthcare, and social care provision.</p> <p>Implement community engagement programmes to foster understanding, through the Faith Network to promote cross-cultural dialogues and events that bring different communities together.</p> <p>Establish robust safeguarding measures for unaccompanied children, collaborating with partners to ensure their protection and support.</p> <p>Expand outreach programmes, emergency accommodation, and</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	Director of Public Health and Wellbeing	Not Applicable

	<p>increased social tensions; undermine community cohesion, and exacerbate existing challenges related to homelessness, housing, healthcare, and social services.</p>	<p>Vulnerability of unaccompanied children leaving care</p> <p>Increased risk to street homelessness</p> <p>Higher vulnerability to Modern Slavery</p> <p>Rise in Illegal working and informal labour participation</p>		<p>housing partnerships to prevent and address street homelessness.</p> <p>Collaborate with the Modern Slavery Lead to develop prevention strategies, raise awareness, strengthen partnerships, and understand and act on the different legislative landscape impacting this vulnerable cohort.</p> <p>Collaborate with local NGOs, charities, via the Migration Network to enhance support services for those affected by the IMA.</p> <p>Strengthen emergency preparedness through the West Midlands Strategic Migration Partnership to address local/regional challenges.</p> <p>Promote quality, accessible events that encourage positive interactions between established residents and asylum seekers.</p> <p>Expand the Migration Team's capacity to facilitate tailored support to meet the evolving needs of vulnerable individuals and groups.</p> <p>Enhance community policing efforts to tackle potential tensions and ensure safety for all residents.</p>			
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## Public report Committee Report

Audit and Procurement Committee

30<sup>th</sup> September 2024

**Name of Cabinet Member:**

N/A

**Director approving submission of the report:**

Director of Law and Governance

**Ward(s) affected:**

N/A

**Title:** Outstanding Issues

**Is this a key decision?**

No

**Executive summary:**

This report is to identify those issues on which further reports / information has been requested or are outstanding so that Members are aware of them and can monitor their progress.

**Recommendations:**

The Audit and Procurement Committee is recommended to:

- 1) Consider the list of outstanding items as set out in the Appendices to the report, and to ask the Director concerned to explain the current position on those items which should have been discharged.
- 2) Agree that those items identified as completed within the Appendices to the report, be confirmed as discharged and removed from the outstanding issues list.

**List of Appendices included:**

Appendix 1 - Further Report Requested to Future Meeting  
Appendix 2 - Information Requested Outside Meeting

**Other useful background papers:**

None

**Has it or will it be considered by Scrutiny?**

No

**Has it, or will it be considered by any other Council Committee, Advisory Panel, or other body?**

No

**Will this report go to Council?**

No



## **Report title: Outstanding Issues**

### **1. Context (or background)**

- 1.1 In May 2004, the City Council adopted an Outstanding Minutes system, linked to the Corporate Forward Plan, to ensure that follow-up reports can be monitored and reported to Members.
- 1.2 At their meeting on 25th January 2017, the Audit and Procurement Committee requested that, in addition to further reports being incorporated into the Committee's Work Programme, a report be submitted to each meeting detailing those additional reports requested to a future meeting along with details of additional information requested outside the formal meeting.
- 1.3 Appendix 1 to the report outlines items where a report back has been requested to a future Committee meeting, along with the anticipated date for further consideration of the issue.
- 1.4 In addition, Appendix 2 to the report sets out items where additional information was requested outside the formal meeting along with the date when this was completed.
- 1.5 Where a request has been made to delay the consideration of the report back, the proposed revised date is identified, along with the reason for the request.

### **2. Options considered and recommended proposal**

N/A

### **3. Results of consultation undertaken**

N/A

### **4. Timetable for implementing this decision**

N/A

### **5. Comments from the Director of Finance and the Director of Law and Governance**

#### **5.1 Financial implications**

N/A

#### **5.2 Legal implications**

N/A

**6. Other implications**

**6.1 How will this contribute to achievement of the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

N/A

**6.2 How is risk being managed?**

This report will be considered and monitored at each meeting of the Audit and Procurement Committee.

**6.3 What is the impact on the organisation?**

N/A

**6.4 Equalities / EIA**

N/A

**6.5 Implications for (or impact on) climate change and the environment**

N/A

**6.6 Implications for partner organisations?**

N/A

**Report author:**

**Name and job title:**

Michelle Salmon  
Governance Services Officer

**Service Area:**

Law and Governance

**Tel and email contact:**

E-mail: [Michelle.salmon@coventry.gov.uk](mailto:Michelle.salmon@coventry.gov.uk)  
Tel: 024 7697 2642

Enquiries should be directed to the above person.

This report is published on the council's website: [www.coventry.gov.uk/council-meetings](http://www.coventry.gov.uk/council-meetings)

Appendix 1

Further Reports Requested to Future Meetings

	Subject	Minute Reference and Date Originally Considered	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
*1.	Corporate Risk	Audit and Procurement Committee 18 <sup>th</sup> March 2024 - Minute 54/23	A further report be submitted to the Committee in September 2024	Roger Martin	-	Report added to Work Programme 2024/25

\* Identifies items where a report is on the agenda for the meeting.

## Appendix 2

### Information/Action Requested Outside Meeting

No.	Subject/Report	Minute Reference and Date Originally Considered	Information Requested / Action Required	Responsible Officer	Date Completed
1.	Procurement and Commissioning Progress Report	Audit and Procurement Committee 18th March 2024 - Minute 59/23	Members requested that further information on the procurement of mobile phone contracts and the amount from the budget being spent on spot contracts, be circulated to them	Rob Amor	
2.	Revenue and Capital Outturn 2023/2024	Audit and Procurement Committee 22 <sup>nd</sup> July 2024 – Minute 14/24	Further to paragraph 2.1.3 of the report headed 'Movement from Quarter 3 Forecast' relating to Streetscene and Regulatory Services, Members requested that the names of the sites listed as the two major planning applications, be circulated to them	Tina Pinks	Information circulated 23 <sup>rd</sup> July 2024

## Audit and Procurement Committee

### Work Programme 2024/25

#### 3rd June 2024 – Additional Meeting

Consideration of Approval of Severance Packages (Private)

#### 24th June 2024

Local Code of Corporate Governance  
Internal Audit Annual Report 2023/2024  
Internal Audit External Quality Assessment  
Consideration of Approval of Severance Packages - 2 reports (Private)

#### 22nd July 2024

Revenue and Capital Outturn 2023/2024  
Audit and Procurement Committee Annual Report to Council 2023/2024  
Internal Audit Plan 2024/2025  
Annual Fraud and Error Report 2023/2024

#### 30<sup>th</sup> September 2024

First Quarter Revenue and Capital Monitoring Report (to June 2024)  
Whistleblowing Annual Report 2023/2024  
Annual Governance Statement 2023/2024  
Corporate Risk Report  
Six Monthly Procurement Progress Report (Private)

#### 25<sup>th</sup> November 2024

Treasury Management Update 2024-25 – Half Year Progress Report  
Half Year Internal Audit Report 2024/2025  
Quarter Two Revenue and Capital Monitoring Report 2024/2025 (to September 2024)  
2023 Annual Compliance Report - Regulatory & Investigatory Powers Act (RIPA) 2000  
2020/21 Statement of Accounts and Audit Findings Report (Grant Thornton)  
2021/22 Statement of Accounts and Audit Findings Report (Grant Thornton)  
2022/23 Statement of Accounts and Audit Findings Report (Grant Thornton)

#### 3<sup>rd</sup> February 2025

External Auditor's Annual Report 2023/2024 (Grant Thornton)  
Information Governance Annual Report 2023  
Half Year Fraud and Error Report 2024/2025  
Complaints to the Local Government and Social Care Ombudsman 2023/2024  
Coventry Municipal Holdings Group Accounts 31st March 2023 and 31st March 2024

## **17th March 2025**

Corporate Risk Report

Internal Audit Recommendation Tracking Report

Quarter Three Revenue and Capital Monitoring Report 2024/2025 (to December 2024)

2024 Annual Compliance Report - Regulatory & Investigatory Powers Act (RIPA) 2000

Quarter Three Internal Audit Progress Report 2024/2025

Six Monthly Procurement Progress Report (Private)

## **Future Items – Date to be Confirmed**

Data Analytics, Including Use of Artificial Intelligence

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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