

## Corporate Risk Register

### Risk Scores

Likelihood is scored on a scale of 1 to 5 with 5 being high. For a description of likelihood scores refer to page 10 of the Risk Management Policy.

Impact is scored on a scale of 1 to 5 with 5 being high. For a description of impact scores refer to page 10 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.

### Service Area: Finance

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
1	<p><b>Inability to deliver a balanced budget in the medium term</b></p> <p>There is a risk that the Council will not be able to achieve its priorities whilst at the same time balancing its budget because of a combination of increased pressure on all sources of funding and increased demand and complexity in services, including in adults and children's social care. This could result in difficult</p>	<p>With stretched resources it becomes harder to meet the complex needs of vulnerable people, address inequalities and work towards climate change commitments.</p> <p>Difficult decisions about resource allocation might be required from Members and senior officers.</p> <p>Late announcements and increased volatility of</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	<p>A rigorous structure exists to oversee budgetary processes.</p> <p>The Council's financial position for 2022/2023 is manageable but there are gaps in future years funding with the medium-term position being subject to further review.</p> <p>Work continues to identify flexibility in existing budgets and undertake technical analysis to identify alternative options to alleviate budgetary pressure.</p> <p>Specific programmes are in place to identify commercial opportunities and optimum service delivery models to produce a medium-term</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p>	<p>Chief Operating Officer (Section 151 Officer)</p>

	decisions having to be made by Members and senior officers about which services to support, with consequences for citizens and the city.	funding make it difficult to obtain value for money, plan, consult and report within required timeframes.		programme of transformation and ensure future financial sustainability.  Lobby UK Government through SOLACE, SIGOMA, Treasurers Societies and the F20 grouping of local authorities to highlight the Council's financial position.  Assist in the economic recovery of the local economy to try to safeguard local income flows.		
--	--	---	--	--	--	--

Service Area: ICT and Digital						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
3	<p><b>ICT &amp; Digital services and their contribution to the delivery of One Coventry Priorities</b></p> <p>The risk has two parts. Present delivery of services and future implementation of change.</p> <p>The risk of Cyber-attack has significantly increased following Russia's invasion of Ukraine. If there were to be a large-scale failure of the services and technology that ICT &amp; Digital provide, this would have a fundamental and significant impact on the day-to-day operation of the council and the delivery of services.</p> <p>If the programme of ongoing development and the implementation of the ICT and Digital Strategies are not successful, this will</p>	<p>If there was a large-scale failure of the services and technology that ICT &amp; Digital provide (such as a cyber-attack) 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>If the programme of ongoing development and the implementation of the ICT &amp; Digital strategies are not</p>	<p>Likelihood Score <b>5</b></p> <p>Impact Score <b>5</b></p> <p>Total Score <b>20</b></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 Council 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.</p> <p>Cyber resilience is pursued by having scheduled monthly maintenance windows where servers are patched, upgraded, and maintained with the latest bug and security fixes and scheduled</p>	<p>Likelihood Score <b>4</b></p> <p>Impact Score <b>3</b></p> <p>Total Score <b>12</b></p>	Head of ICT and Digital

	<p>mean that the organisation will be less able to implement and support new ways of working in line with the One Coventry Council Plan. The Council would also become increasingly vulnerable to cyber-attacks. 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>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>network maintenance windows so that network, connectivity and firewall devices are patched and maintained.</p> <p>Patching and maintenance of laptops has been changed to a 14-day cycle in line with the recommendation of the National Cyber Security Centre.</p> <p>The One Coventry Council Plan is supporting new ways of working. Part of this plan is driving forward capability by focussing on working with residents, Members, and the workforce to optimise the benefits, effectiveness and efficiencies that digital provides.</p>		
--	---	---	--	---	--	--

Service Area: Human Resources						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
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 an agile, flexible and responsive workforce, resulting in the Council being unable to deliver its One Coventry priorities</p>	<p>The Council will be less able to achieve the successful implementation of the One Coventry priorities.</p> <p>The Council will be less able to deliver positive differences to the lives of the people of Coventry 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 that it serves.</p> <p>Harassment and discrimination will not be challenged and there will not be a culture of respect for differences</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	<p>One Coventry values are embedded into the Council's recruitment and appraisal processes, and they will also form the cornerstone of the Council's recognition scheme.</p> <p>The People Plan is being delivered which focuses on organisational development, pay, reward and recognition, health, safety and well-being, workforce planning, information management and support and sustainability.</p> <p>Continued dialogue with Trades Unions on HR policies and pay and reward.</p> <p>The workforce Equality, Diversity and Inclusion action plan is being implemented including events and activities.</p> <p>The Employee Engagement Plan is being delivered to ensure that the Council's vision of One Coventry is achieved through the actions and</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>	Director of Human Resources

		<p>To fail to effectively manage well-being, health management and safety at work.</p> <p>Not to be legally compliant in relation to health and safety, payroll, and employment processes such as right to work 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 / personal development and improve service delivery.</p>		<p>behaviours of the workforce. This will make the Council an employer of choice and reflective of the community.</p> <p>A supportive learning culture is being established. This will develop greater staff engagement, continue to build on the apprenticeship offer and build better links with schools.</p> <p>The Council will retain and develop talented staff with effective succession planning including development of an agile, flexible, and responsive workforce to meet service needs.</p> <p>The leadership and management capability of the workforce will be strengthened so that the Council is in a better position to deliver its priorities. A range of new programmes will be launched in 2022.</p>		
--	--	---	--	--	--	--

Service Area: Adult Social Care						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
6	<p><b>A failure in Adult Social Care safeguarding</b></p> <p>If the Council and its partners fail to discharge their safeguarding responsibilities then the most vulnerable citizens will not be protected and may suffer from abuse, harm, and reduced wellbeing.</p> <p>This risk has increased during the pandemic because there has been less opportunity for vulnerable people to make a disclosure.</p>	<p>A vulnerable adult (adult at risk) may experience abuse or neglect leading to significant harm or death.</p> <p>The most vulnerable citizens may not receive the services they require for their wellbeing.</p> <p>Waiting lists will increase as demand increases and cases become more complex.</p> <p>Action from regulators against responsible providers resulting in potential for provider closure.</p> <p>The reputation of the Council and its statutory partners is reduced because they have failed to safeguard or protect.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>Financial pressures generated from increasing costs and activity, including those caused by the response to COVID 19 are being managed using additional Council budget resources alongside significant additional grant from Government and the Clinical Commissioning Group.</p> <p>The Coventry Adult Safeguarding Board has a workforce strategy, training plan and quality assurance scheme for training.</p> <p>Mandatory Council staff safeguarding training.</p> <p>Training for practitioners and managers.</p> <p>Regular monitoring of safeguarding activity and data to identify trends and any improvement areas.</p> <p>Audits of safeguarding activity to ensure thresholds are being appropriately applied.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	Director of Adult Services and Housing

				<p>The Council applies a consistent approach to risk management and prioritisation across the service.</p> <p>Adult Safeguarding Boards conferences and regular learning events.</p> <p>Quality/Contract monitoring and supporting providers of care.</p> <p>Manage response times, waiting lists and reviews.</p> <p>Support offered to existing staff to ensure that the workforce is resilient is ongoing.</p>		
--	--	--	--	---	--	--

Service Area: Childrens Services						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
7	<p><b>Childrens Services statutory safeguarding responsibilities</b></p> <p>If the Council and its partners fail to discharge their statutory safeguarding responsibilities, including the management and oversight of caseloads, then a child or young person may experience abuse or neglect leading to significant harm or death.</p>	<p>Risk of children and young people suffering significant harm or death.</p> <p>Children will suffer worse physical and emotional health leaving them less able to lead happy and fulfilling lives.</p> <p>Potential for complaints and litigation.</p> <p>Children will not reach their potential and be less able to be independent in adult life.</p> <p>The reputation of the Council and its statutory partners is reduced because they have failed to safeguard or protect.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Implement learning and action plans from Safeguarding Practice Reviews. For every review undertaken and each subgroup, the Boards have a work plan to include assurance of the recommendations as they are completed.</p> <p>Re-invigoration of quality assurance framework around social work cases in all teams within Children’s Services.</p> <p>Ensure Early-help services are effective and the provision of an improved response to need.</p> <p>Deliver an improving 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 and planning are strengthened using a risk-management model to support child-focused practice.</p> <p>Develop an overarching Children’s Services Strategic Plan.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Children’s Services

				<p>The Ofsted assurance visit identified three areas of improvement. The Action Plan is closely monitored by the senior Leadership Team.</p> <p>Awareness raising for all Council employees of signs and indicators of risk to children, young people.</p> <p>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 caseloads. Additional temporary funding was agreed to fund additional social worker posts that have been impacted by increases in CIN, CP, LAC to manage current demand. In addition, a project team has been recruited to manage the increased demand in the service.</p>		
--	--	--	--	---	--	--

Service Area: Housing and homelessness						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
19	<p><b>An increase in families in temporary accommodation and street homelessness</b></p> <p>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, as the backlog of cases in the courts caused by the end of the eviction moratorium are worked through and as people struggle to meet housing costs due to the cost of living crisis.</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 citizens.</p> <p>Levels of deprivation and inequality in the city will increase.</p> <p>The Council may fail in its housing duties.</p> <p>Businesses may struggle to grow if employees can't 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>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p>	<p>Additional funding has been provided by the Ministry of Housing, Communities and Local Government.</p> <p>Additional accommodation has been identified if numbers of street homeless increase.</p> <p>Maximising the internal and external support of partners to help people to remain in accommodation.</p> <p>The Rough Sleeping Strategy has been reviewed and The Department of Levelling Up Housing &amp; Communities have announced the process to secure Rough Sleeping Initiative funding for 2022-25.</p> <p>The Change into Action (CIA) has been launched as an alternative giving scheme.</p> <p>All Data and reporting across the service has been improved and is now being used to drive improvements.</p> <p>The use of B&amp;Bs has been eliminated. The Council continues the purchase of</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>Director of Adult Services and Housing</p> <p>Head of Housing &amp; Homelessness</p>

				<p>HMOs and ensure 90% occupancy and effective management.</p> <p>The council works with Registered providers &amp; other organisations and landlords in the city in order to ensure that there are appropriate levels of accommodation built in the city to meet the needs of residents.</p> <p>The Let's Rent Coventry scheme, will incentivise private landlords to make properties available for homeless households.</p> <p>Work with partners to provide high quality affordable housing.</p> <p>Working with registered partners to deliver more social housing including community led housing projects.</p>		
--	--	--	--	--	--	--

Service Area: Business, Investment and Culture						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
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 behind comparable areas as it competes, against the background of COVID-19 and the new relationship with the EU. Businesses may contract or close leading to increased unemployment, deprivation, health inequalities and reduced wellbeing for citizens.</p> <p>Business continues to face challenges from weaker than expected international trade performance, the knock-on effects of "Plan B"</p>	<p>The city will not have a sustainable, growing, and prosperous economy. It will not be modern and vibrant and fewer people will choose to visit. There is evidence that the West Midlands economy will be the slowest region to recover and it is not expected to return to pre pandemic levels before the end of 2022.</p> <p>New businesses will not be attracted to the city including those at the cutting edge of technology.</p> <p>Downsizing or closure of businesses as UK Government COVID-19 support measures have been reduced and loans must be repaid. Businesses must now also navigate new customs</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>The Council is investing in the city. Spending includes major schemes such as the investment in the A46 Link Road, Coventry Station Masterplan, Whitley South infrastructure, City Centre South, 2 Friargate, secondary schools expansion, completion and roll-out of the UK Battery Industrialisation Centre</p> <p>Outline planning permission has now been granted for a Gigafactory at Coventry Airport which has the potential to raise £2bn of investment.</p> <p>Collaboration with local business support partners (fronted by CWLEP Growth Hub) to develop an evidence base and lobby UK Government on local business needs.</p> <p>Business Support Services and Programmes (CW Business Support, Green Business, Innovation and Skills 4 Growth. All delivered with local business support partners).</p> <p>Grants and loans including the Additional Restrictions Grant fund, which needs to be spent by March, and was expanded as part of "Plan B".</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	Director of Business, Investment & Culture

	<p>measures and rising energy costs.</p>	<p>regulations which came into force in January 2022.</p> <p>Redundancies could result in increases in unemployment (including among younger employees and those aged over 60), which puts pressure on welfare systems.</p> <p>Levels of poverty and deprivation stay the same or get worse and inequality will increase.</p> <p>A decrease in citizens 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 Community Renewal Fund Pilot will provide further support to sectors that were most adversely impacted through forced temporary closures during 2020 and 2021.</p> <p>Referral of businesses to specialist support around EU exit, including DIT's Export Academy and clinics hosted by DIT and CWLEP Growth Hub, plus wider financial support and workshops/ 1:1 support on wider international trade. These were announced in the Export Strategy published in November 2021.</p> <p>Inward Investment Service.</p> <p>Supply chains and networks.</p> <p>Coventry City Council Employer Hub.</p> <p>Support for major events in the city that will bring benefits to business including UK City of Culture, the Commonwealth Games and the Rugby League World Cup.</p>		
--	--	---	--	--	--	--

Service Area: Children's Services						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
22	<p><b>Childrens Services workforce stability</b></p> <p>If Children's Services fails to develop its workforce to reflect the way it needs to operate, this might result in social worker staff leaving the Council with the result that the service provided to children and young people and their families will deteriorate</p>	<p>A deterioration in service to children, young people, and their families</p> <p>Harm to children and young people may be missed</p> <p>Less continuity of social worker on cases</p> <p>A need to recruit expensive agency social workers</p> <p>A higher proportion of less experienced newly qualified social workers who require greater supervision</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Resource planning for workforce needs now and in the future.</p> <p>Supporting the workforce by refreshing the Council's employee engagement and ensuring employment practices are fit for purpose.</p> <p>Ensuring the workforce has the tools to work smart and efficiently.</p> <p>Have in place an effective leadership &amp; management development programme and a pay and reward framework that is fit for purpose.</p> <p>Recruitment and retention strategies are in place to retain experienced social workers through an assessment model. A range of social media platforms, recruitment campaigns, and other innovative approaches are deployed.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	Director of Children's Services

				<p>The number of newly qualified social workers going into the Social Work Academy has been increased to help manage the number of vacancies. This will help to stabilise the workforce, reduce the number of vacancies and the reliance on agency staff.</p> <p>Recruitment of Family Valued Programme posts in place to deliver the programme</p> <p>As a result of the positive strategies the number of social worker vacancies is beginning to reduce, which will have a positive impact and see reliance on agency staff reduce further.</p>		
--	--	--	--	--	--	--

Service Area: Climate Change and Sustainability						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
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 issues and tackling the causes of climate change and mitigating its consequences, then the citizens of Coventry and the environment will suffer harmful impacts. These will have a detrimental effect on their health and wellbeing as well as biodiversity.</p>	<p>Carbon emissions will not reduce.</p> <p>Adverse effect 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>Increased costs to business, both for fuel and waste management. This would have detrimental impact on local economy.</p> <p>An increase in floods and flood damage</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>The establishment of an independent Coventry Climate Change Board to address the challenge of climate change.</p> <p>Gather and measure information to produce annual status city reports with performance indicators to measure progress.</p> <p>The adoption of the International Council for Local Environmental Initiatives 5 Development Pathways which support the 17 United Nations goals.</p> <p>Investing in technologies to make the city a global market leader in clean and green transport.</p> <p>Increased use of zero carbon transport, active travel, and public transport. Improvements in energy efficiency and use of zero carbon technologies</p> <p>Reducing waste by supporting businesses schools, communities, and the development of a circular economy.</p> <p>Measures to improve air quality such as promoting modal shift and active travel.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Business Investment and Culture

				<p>Sustainable urban drainage and Green and Blue initiatives.</p> <p>Protecting and developing existing and new biodiversity.</p> <p>Promoting behaviour change within the population and businesses e.g. Arts and Culture.</p>		
--	--	--	--	---	--	--

Service Area: Education and skills						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
25	<p><b>Education and the link to inequalities</b></p> <p>If the Council does not facilitate and enable children to take up their education entitlement, then there is a risk that their educational achievement may 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.</p>	<p>Quality education is key in reducing inequalities and gaps in achievement between pupils from vulnerable groups and other pupils.</p> <p>An increase in the number of young people not in education, employment, and training.</p> <p>Greater deprivation as young people are unable to sustain a livelihood in the future.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>Co-ordination of Coventry Partnership model including school improvement model.</p> <p>Management of supply and demand of school places across Coventry to fulfil the local authority's statutory duty in providing sufficient school places.</p> <p>Management of education capital investment in school buildings. This may include changing the capacity of schools and opening new schools to meet the changing needs of communities across the city</p> <p>Identify gaps in learning for all pupils and supporting children whose education has been most affected by disruption due to the pandemic.</p> <p>Increasing support for special educational needs and disability in</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	<p>Chief Partnerships Officer/Director of Education and Skills</p>

				<p>the city and deliver bespoke responses to schools and children.</p> <p>Life-pathway approach including working to continue to minimise the number of young people Not in Education, Employment or Training.</p>		
--	--	--	--	--	--	--

Service Area: Education and skills						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
26	<p><b>Increases in demand for specialist school placements for children with an EHC Plan</b></p> <p>If there are persistent year on year increases in demand for specialist school placements for children with an EHC Plan then supply both locally and nationally will be exhausted causing the potential for children to be displaced from an appropriate school placement within the City.</p> <p>Alternative out of city placements where available represent a significant unit cost increase in terms of fees and travel. The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.</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 higher costs.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</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.</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.</p> <p>A school to school inclusion programme will develop practice and increase mainstream school's capacity to meet a broader range of complex needs, underpinned by a training programme and targeted financial resources delivered through the new banding framework.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>	<p>Chief Partnerships Officer/Director of Education and Skills</p>

Service Area: Public Health						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
27	<p><b>Reducing health inequalities</b></p> <p>If the Council and its partners do not embrace the challenge of reducing health inequalities, then the more deprived and vulnerable citizens will continue to experience worse health outcomes leading to decreased quality of life, healthy life expectancy and life expectancy.</p>	<p>Citizens will not lead happy, independent, economically active, productive, and fulfilled lives.</p> <p>Life expectancy rates that are below the English average.</p> <p>A failure to reduce the wide gap in life expectancy between the most affluent wards and the least well off.</p> <p>Residents from more deprived wards continue to have proportionately fewer years of healthy life</p> <p>Continuing violence and the fear of violence, including domestic abuse, sexual violence, drug, and alcohol dependence</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>A financial strategy which seeks to apply the Council's resources systematically to reduce inequalities.</p> <p>Systematically commission, employ, train, and procure in a way which proactively seeks to reduce inequality. Good application of EIA and Scrutiny processes.</p> <p>Use a population health approach to identify and respond to need.</p> <p>A clear focus on the wider determinants of health</p> <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> <li>• Support the vulnerable, including the homeless, those</li> </ul>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	Director of Public Health and Wellbeing

				<p>with mental illnesses, refugees, and migrants</p> <ul style="list-style-type: none"><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 health inequalities.</p> <p>Apply at scale and intensity relating to the social gradient the promotion 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.</p> <p>Having a collaborative approach with residents and communities and enabling and building capacity for leadership within identified communities.</p>		
--	--	--	--	--	--	--

**Service Area: Human Resources**

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
28	<p><b>A deterioration in industrial/employee relations affects the Council's ability to deliver vital services</b></p> <p>The Council is currently subject to a strike by HGV drivers which is affecting its refuse collection service. If there is a further, more widespread deterioration in employee relations this may lead to further disruption or cessation of operations resulting in the Council being unable to provide other 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>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Effective industrial action management to locally cope with the impact of the strike within the depot.</p> <p>Continued negotiation with the trades unions to find a solution to the dispute including the use of third parties such as ACAS.</p> <p>Engagement with the wider workforce to contain the issue to the disaffected work group.</p> <p>Management of the equal pay risk and wider implications on the other groups/terms and conditions.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	<p>Director of Human Resources</p>