

Corporate Risk Register – March 2023

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.

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
1	<p>Inability to deliver a balanced budget in the medium term</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, increased demand, and complexity in services, including in Adults and</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>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>	<p>A rigorous structure exists to oversee budgetary processes.</p> <p>The Council's financial position for 2023/2024 will be balanced, but there are gaps in future years. The Government finance Settlement gives an indicative funding position including the capacity for Council Tax increases and further social care funding which should help close these gaps significantly, although the medium-term position will remain subject to further review.</p> <p>Work continues to identify flexibility in existing budgets, undertake technical analysis to identify</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>	<p>Interim Chief Executive / Chief Operating Officer (Section 151 Officer)</p>

	<p>Children’s services, the recently heightened impact of inflationary pressures across many areas of the budget and the overspend position being reported within the 2022/23 budgetary control process. This could result in difficult decisions having to be made by Members and senior officers about which services to support, with consequences for residents and the city.</p>	<p>Late announcements and increased volatility of funding make it difficult to obtain value for money, plan, consult and report within required timeframes.</p>	20	<p>alternative options to alleviate budgetary pressure and ensuring effective targeting of reducing resources.</p> <p>Specific programmes are in place to identify commercial opportunities and optimum service delivery models to produce a medium-term programme of transformation and ensure future financial sustainability.</p> <p>The Council is implementing 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.</p> <p>Lobbying the Government through SOLACE, SIGOMA, Treasurers Societies and the F20 grouping of local authorities to highlight the Council’s financial position.</p> <p>Assist in the economic recovery of the local economy to try to safeguard local income flows.</p>	15	
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One Coventry Priorities and Enablers: ICT and Digital impacts the delivery of all priorities and enablers						
Service Area: ICT and Digital						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
3	<p>ICT & Digital services and their contribution to the delivery of One Coventry Priorities</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 since Russia's invasion of Ukraine. If there were to be a large-scale failure of the services and technology that ICT & 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</p>	<p>If there was a large-scale failure of the services and technology that ICT & 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 & Digital</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 & 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.</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 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</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p>	Head of ICT and Digital

	<p>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. 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>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>recommendation of the National Cyber Security Centre.</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>		
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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
5	<p>A workforce that delivers the Council's priorities</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 priorities.</p> <p>The Council will be less able to deliver positive differences to the lives of resident 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 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 in the process of becoming embedded into the recruitment and appraisal processes and will form the cornerstone of the recognition scheme.</p> <p>The People Plan focuses on organisational development, pay, reward and recognition, workforce planning, information management, support, and sustainability.</p> <p>Work with Public Health and Trades Unions, on health and well-being uses feedback from staff surveys to develop responses and actions to support a healthier workforce.</p> <p>Stress, anxiety, and depression are the leading reasons for absence. New initiatives support mental health, including Mental Health Clinics, Well-Being Wednesdays, U Ok? and BoB – build your own resilience training.</p> <p>A podiatry clinic and MSK support is in place and well-being kiosks will be introduced in key locations. Work to secure a Silver Thrive accreditation in 2023 is ongoing.</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>Not be legally compliant in 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>Competitive market due to the cost-of-living crisis and challenges around public sector pay versus private sector.</p>		<p>The sickness process – Enabling Attendance at Work has now been in place for a year and has been well received.</p> <p>Continued dialogue with Trades Unions on HR policies and pay and reward. Progress has been impacted by the 8-month industrial action in Waste. The Council faces potential equal pay claims although these are at preliminary stages.</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.</p> <p>The Employee Engagement Plan is being delivered so that One Coventry is achieved through the actions and behaviours of the workforce. The Council will be 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.</p> <p>Leadership and management capability is being strengthened. New programmes were launched in 2022, such as the introduction of Coaching</p>		
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				<p>Culture. In 2023 the Leadership Hub will be introduced. This is a one stop site for information on leadership and management development.</p> <p>The advertising strategy is being updated. An increase in apprenticeship pay and regular review of the benefits package all contribute towards improving the wider offer. The Council has also introduced a Market Supplement Policy and has a subscription to market data so that it will be able to respond to external challenges where possible.</p>		
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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
6	<p>Supporting people who may require services from Adult Social Care to remain safe.</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 waiting 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 physical and mental health.</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</p> <p>Vulnerable adults do not have the care packages that they need 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.</p> <p>Vulnerable adults may deteriorate, becoming mentally or physically unwell, lose confidence, fall, or suffer unreported</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, with decisions being made on the information that presents.</p> <p>Waiting lists are monitored and there is liaison between Service Managers and Team Leaders to agree priorities.</p> <p>Safeguarding referrals are prioritised to ensure that issues of abuse or neglect are dealt with promptly.</p> <p>The recruitment of staff is slowly having a positive impact. However, many are newly qualified with lower caseloads, less experience and require greater supervision.</p> <p>The Coventry Adult Safeguarding Board has a workforce strategy, training plan and quality assurance scheme for training.</p> <p>Training for practitioners and managers.</p> <p>Audits of safeguarding activity to ensure thresholds are being appropriately applied.</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>or concealed abuse or neglect.</p> <p>Opportunities for prevention are missed. The intervention then becomes more complex and costly as needs escalate.</p> <p>There is increased pressure on unpaid family carers.</p> <p>Staff including managers experience work related stress and increased sickness. Some choose to leave the sector.</p> <p>The reputation of the Council and its statutory partners is reduced because they have failed to assess, safeguard, or protect.</p>		<p>The Council applies 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>		
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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
7	<p>Children's Services statutory safeguarding responsibilities</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>Implementing 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. Deliver purposeful interventions to reduce the likelihood of children escalating into statutory services.</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>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	<p>Director of Children's Services</p>

				<p>Awareness raising for all Council employees of signs and indicators of risk to children and 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 the increase in demand and the increase in complexity of caseloads. The Innovate Project Team commenced in August 2022 to act as a circuit breaker to manage caseloads and has been extended further until March 2023.</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
19	<p>An increase in families in temporary accommodation and street homelessness</p> <p>If the cost of living crisis continues, including increases in rent, and the economy deteriorates then 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, as the backlog of cases in the courts caused by the end of the eviction moratorium are worked through.</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 and the Council will fail to deliver its One Coventry priority.</p> <p>The Council may fail in its housing duties.</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>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 Department for Levelling Up, Housing and Communities.</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 & Communities have announced Rough Sleeping Initiative funding for 2022-25.</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&Bs had been eliminated however small numbers of families have recently been housed in them. The Council has purchased one hundred units within HMOs.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p>	Director of Adult Services and Housing

		<p>An increased financial burden on the Council.</p>		<p>The service has increased the number of Housing Options officers to increase the number of successful homeless preventions.</p> <p>The Council has approved the service purchasing up-to fifty family homes for use as temporary accommodation. Twenty five of these have now been purchased with twelve having been let.</p> <p>The Council works with Registered Providers & 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 more difficult.</p> <p>Working with registered partners to deliver more social housing including community led housing projects.</p>		
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One Coventry Priority: Increasing the economic prosperity of the city and region

Service Area: Business, Investment and Culture

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
21	<p>Business growth and investment</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 an economic slowdown during most of 2023.</p> <p>Underlying challenges are inflation, the growing cost of doing business including energy and materials prices, labour shortages driving up wages, the cost-of-living crisis which weakens demand, rising interest rates increasing the cost of borrowing, falling business investment levels, and the</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.</p> <p>Downsizing or closure of businesses, particularly as government is reducing spending on the business support ecosystem after ERDF funding ends in June 2023.</p> <p>Small businesses have growing debts as they repay COVID loans and pay higher interest rates.</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 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, secondary schools' expansion, and completion and roll-out of the UK Battery Industrialisation Centre.</p> <p>The Gigafactory has outline planning permission which has the potential to raise £2bn of investment. Discussions are ongoing with investors and Government to accelerate the project.</p> <p>An application was submitted in October 2022 to develop an "Investment Zone" around the Gigafactory site, and although the focus of Investment Zones is likely to change (to be more aligned with cluster-led development, driven by Innovation and R&D), the Council is optimistic that it can secure Government support in any refocused Investment Zone.</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>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>challenging international trade environment with delays in sourcing components.</p>	<p>This is restricting their ability to generate revenue and profit.</p> <p>Redundancies could result in increases in unemployment (including among younger employees and those aged over 50), which puts pressure on welfare systems.</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>Business Support Services and Programmes (CW Business Support, Green Business, Innovation and Skills 4 Growth). All delivered with local business support partners up to June 2023.</p> <p>The legacy of the Community Renewal Fund Pilot project will result in businesses, which were subject to temporary COVID closure, being able to access further support, through new public funds announced in the future, and the work of Destination Coventry.</p> <p>Design business support activities with WMCA via the UK Shared Prosperity Fund, which commences after ERDF funding ends in June 2023. Although the quantum of funding available is 43% lower than ERDF, the Council is likely to have an integrated model of support that will help businesses with growth, innovation and net zero/decarbonisation, and associated grants, plus support offers for starting a business and social enterprise.</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.</p>		
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				<p>Supply chains and networks.</p> <p>Coventry City Council Employer Hub.</p> <p>Support for major events in the city that bring both short-term and longer-term benefits to business, including building strong legacies from UK City of Culture, the Commonwealth Games, and the Rugby League World Cup.</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
22	<p>Children's Services workforce stability</p> <p>If Children's Services fails to develop its workforce to reflect the way it needs to operate, this might result in social work 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, and risk of 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, with reduced experience in the service to coach, develop and grow social workers in the initial stages of their career.</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 & management development strategy and a pay and reward framework that is fit for purpose.</p> <p>Recruitment and retention strategies are in place to recruit and retain experienced social workers through an assessment model. A range of social media platforms, recruitment campaigns, and other innovative approaches are deployed and considered.</p> <p>A proposal to implement changes to the workforce has been agreed. It includes the offer of a retention payment for Social Workers/Senior Practitioners and a job evaluation review for Team Managers and other designated posts to</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	Director of Children's Services

		<p>The Council may fail to deliver its One Coventry priority.</p>		<p>encourage staff to stay in Coventry to minimise the number of vacancies and stabilise a permanent workforce.</p> <p>A Progression Framework pathway will be developed in 2023. This is the exit strategy for replacing the retention payments in the future.</p> <p>An additional Social Work Academy Cohort is providing an outreach model in the area team. The increased number of newly qualified social workers is supporting the workforce pressures and managing the number of vacancies.</p> <p>Work is continuing with agency suppliers to provide agency cover for vacancies, and the complex work not appropriate for less experienced staff.</p> <p>Effective plans are in place to manage the increase in demand and the increase in the complexity of caseloads. The Innovate Project Team commenced in August 2022 to act as a circuit breaker to manage caseloads and have been extended further until March 2023.</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
24	<p>Tackling the causes and consequences of climate change and promoting sustainability</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 their health and wellbeing as well as to biodiversity.</p>	<p>Carbon emissions will not reduce.</p> <p>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>Increased costs to business, both for fuel and waste management. This would have a 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 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"> • Low Carbon • Circular Economy • Nature Based (biodiversity) • Adaptation & Resilience • Equitable Person Centred <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>Gather and measure information to produce annual status city reports with performance indicators to measure progress.</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.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	Director of Transportation and Highways

		<p>The Council may fail to deliver its One Coventry priority.</p>		<p>Improvements in energy efficiency and use of zero carbon technologies. Successful roll-out of the All-Electric Bus City and Very Light Rail will make a major difference.</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>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> <p>Creation of post of Green Strategic Lead.</p> <p>Establishment of Green Futures Board to ensure cross council focus on tackling climate change and to drive programme of green projects.</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
25	<p>Education and the link to inequalities</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 to 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>The Council may fail to deliver its One Coventry priority.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>A joined up One Coventry approach (including locality prototypes) to enable families to access support as early as possible.</p> <p>Co-ordination of a Coventry Partnership model including the 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 caused by the pandemic.</p> <p>Increasing support for special educational needs and disability in the city and deliver bespoke responses to schools and children.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	<p>Interim Chief Executive / Chief Partnerships Officer</p>

				Life-pathway approach including working to continue to minimise the number of young people Not in Education, Employment or Training.		
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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
26	<p>Increases in demand for specialist school placements for children with an EHC Plan</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</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>Interim Chief Executive / Chief Partnerships Officer</p>

	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
27	<p>Reducing health inequalities</p> <p>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.</p>	<p>Residents 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>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 and the application of EIA and Scrutiny processes.</p> <p>Use a population health approach and population health management to identify and respond to need.</p> <p>A clear focus on the wider determinants of health</p> <ul style="list-style-type: none"> • An Economic Prosperity approach which seeks to integrate the reduction of inequalities • Improve the quality of jobs across the economy • Work to reduce inequality in the education system, especially in the early years • Support the vulnerable, including the homeless, those with mental illnesses, refugees, and migrants • Tackle violence 	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	<p>Director of Public Health and Wellbeing</p>

				<ul style="list-style-type: none">• Helping those on low incomes to access housing, heating, and insulation. <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 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.</p> <p>Having a collaborative approach with residents and communities (One Coventry) and enabling and building capacity for leadership within identified communities.</p>		
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One Coventry Priorities and Enablers: Industrial relations impacts the delivery of all priorities and enablers						
Service Area: Human Resources						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
28	<p>A deterioration in industrial/employee relations affects the Council's ability to deliver vital services</p> <p>The Council was subject to an industrial dispute in 2022 and there is further action from teachers and support staff in 2023. The Trades Unions are taking an active stance on pay and terms and conditions both locally and nationally. There is also a potential challenge on equal pay. If inflation and the cost-of-living crisis cause action to become more widespread there will be a further deterioration in employee relations resulting in wider disruption or cessation of operations and the Council being</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 strikes.</p> <p>Continued negotiation with the Trades Unions to find a solution 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>Management of the equal pay risk and wider implications on the other groups/terms and conditions.</p> <p>Continuation of work on the pay structure including terms and conditions.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	Director of Human Resources

	unable to provide services as planned.					
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One Coventry Enabler: Council's roles as a partner, enabler, and leader						
Service Area: Elections						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
29	<p>Implementation of the Elections Act 2022 changes required for elections in May 2023</p> <p>Secondary legislation was passed in November 2022 and the Electoral Commission has published their guidance for Electoral Registration Officers and Returning Officers on the implementation of the areas of the Act which will come into effect for May 2023. The lateness of the legislation and guidance has impacted on the normal planning time for elections together with the uncertainty of particular areas to be implemented. Due to the timing the Electoral Registration Officer/Returning Officer may be unable to</p>	<p>Any elections taking place might be undermined.</p> <p>The democratic legitimacy of the Council might be undermined hindering its ability to fulfil its role as a partner, enabler, and leader under the One Coventry Plan.</p> <p>The Returning Officer may struggle to deliver the elections they have personal responsibility for.</p> <p>The risk of challenge by petition after the election will be higher.</p> <p>Without more information the necessary systems, including software, cannot be implemented</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>There will be extra money from the Government for implementation, but this will not be ring fenced and will only cover costs associated with Voter ID and not additional election costs.</p> <p>A One Coventry approach is being taken in order that the wider Council can provide necessary support.</p> <p>The Electoral Commission will undertake much of the Communication, but the Returning Officer needs to consider the demographics and harder to reach parts of the electorate and the support that they will require. Preparing and implementing a Public Engagement Strategy.</p> <p>A polling district and polling place review is being conducted to assess suitability in relation to accessibility and privacy. A schedule of stations will be produced, and the stations will be graded.</p> <p>Job roles for election staff will be updated to provide clarification on what is required and to assist in arriving at the correct fee.</p> <p>The Electoral Services Manager is part of the Business Change Network facilitated by the</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	Chief Legal Officer

	<p>implement the changes required by the Elections Act 2022 resulting in Voter ID not being successfully introduced and accessibility requirements not implemented. Some voters may be dis-enfranchised leading to a lack of confidence in election results.</p>	<p>and training cannot be provided.</p> <p>Certain groups are more likely to be disadvantaged than others, resulting in increased inequalities.</p> <p>Polling staff will have greater responsibilities, including challenging voters about their ID. This may result in recruitment issues for polling station staff.</p> <p>Not all polling stations are suitable because they will require privacy areas. There may be insufficient polling stations.</p>		<p>Cabinet Office and consequently is very well informed.</p>		
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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
30	<p>Building community cohesion</p> <p>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.</p>	<p>Trust is built up as communities no longer live in fear and there is a shared sense of belonging.</p> <p>There is greater meaningful contact between people of diverse backgrounds.</p> <p>Children get the best start in life.</p> <p>There is greater quality of life for all.</p> <p>Crime will decrease including hate crime resulting in an increase in community safety.</p> <p>The reputation of the city improves which encourages investors.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p>	<p>The One Coventry Plan gives priority to the Council’s work as a civic leader in collaboration with residents, communities, and partners.</p> <p>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.</p> <p>The Council leads on the delivery of aspirational investments to promote the prosperity of the city.</p> <p>The Council collaborates with local business support partners and provides business support services and programmes.</p> <p>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 environment, such as cleaner neighbourhoods.</p> <p>Collaborating with partner organisations to improve the quality of the lives of residents,</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	<p>Interim Chief Executive / Chief Partnerships Officer</p>

				<p>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 communities together in a positive environment.</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
31	<p>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.</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 and provide services to vulnerable residents.</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 recession.</p> <p>Tom White Investment:</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, a reduction in the use of raw materials in UK industry, and the promotion of the circular economy. A reduction of</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.</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>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.</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 holding company (CMH) for decision, and what is</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>6</p>	Managing Director CMH

		<p>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>Coombe Abbey Park investment:</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>General Financial:</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</p>		<p>reserved back to Shareholder Committee and/or Full Council.</p> <p>There is at least one Council Director on each company board, at least two Directors from Coventry Municipal Holdings (CMH) on each company board and regular reports to Shareholder Committee (a subcommittee of Cabinet).</p> <p>Each company prepares a robust annual business plan and financial budget that is approved by the 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.</p> <p>The holding company (CMH) board reviews and challenges company performance every quarter. 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 company accounts, 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</p>		
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		<p>Council by the investment companies.</p> <p>The protection of rent payments made to the Council.</p> <p>The risk on loan repayments to subsidiary companies rests with the Council as shareholder.</p>		<p>decision making (contained within the Group Governance Agreement) means that financial 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 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 Priorities and Enablers: Health and safety impacts the delivery of all priorities and enablers

Service Area: Human Resources

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner
32	<p>A workforce that is healthy and safe</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>Employ a qualified and experienced Health and Safety team.</p> <p>Implement specific health and safety policy, procedures, guidance, and safe systems of work across the Authority at service level.</p> <p>Audit, inspection and monitoring of health and safety compliance across the Authority</p> <p>Awareness raising campaigns involving regular communications to staff promoting a range of</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>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>health and safety topics to develop a positive safety culture.</p> <p>Effective Health and Safety risk assessments.</p>		
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