

Corporate Risk Register – 18 March 2024

Date last reviewed by Audit and Procurement Committee – 20 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. <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 year's residual risk score
1	<p>Inability to deliver a balanced budget in the short and 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. This is because of a combination of increased pressure on all sources of funding, increased</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 will be</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>	<p>A rigorous structure exists to oversee budgetary processes.</p> <p>In addition to the Council's financial position for 2023-2024 there are gaps in future years. Work was carried out to identify actions to address areas of overspend, apply grant funding to fund costs, hold non-essential vacancies, cease any non-essential spend, hold any proposals for new expenditure, review corporate reserves, identify any opportunities for switching capital to</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>	<p>Director of Finance and Resources</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p>

	<p>demand and complexity in 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 within the 2023-2024 budgetary control process.</p> <p>This resulted in difficult decisions being made by Members and senior officers about which services to support, with consequences for residents and the city, during the 2024-2025 budget setting process. Further action will be required to deliver an ongoing balanced budget.</p>	<p>required from 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>fund revenue and undertake a balance sheet review.</p> <p>Most of this early work was targeted at 2023-2024 but options to identify solutions with a medium-term impact were also presented and examined by Directors.</p> <p>A detailed piece of work has been carried out by all service areas as well as line by line meetings between the Directors and the Chief Executive. Leadership Team have undergone peer review challenge on the options resulting from this work and these formed the basis of proposals set out in the pre-budget report in December 2023.</p> <p>Specific programmes are in place to identify commercial opportunities and optimise service delivery models to 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,</p>	15		15
--	---	---	----	---	----	--	----

				<p>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>Once the 2024-2025 budget has been approved, appropriate governance will be applied to the various actions required to performance manage the delivery of savings. Officers will also commence work early to start to plan for 2025-2026 and beyond.</p> <p>Similar pressures are being reported across the local government sector, and there was no additional funding distributed in the Provisional Settlement (December 2023) to support the mounting pressure across Local 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</p>		
--	--	--	--	--	--	--

				and the LGA to highlight the Council's (and the sector's) financial position.			
--	--	--	--	---	--	--	--

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 year's residual risk score
3	<p>ICT & Digital services and their contribution to the delivery of One Coventry Priorities</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 & Digital supply chains present a risk. A number of suppliers across systems,</p>	<p>If the programme of ongoing development and the implementation of the ICT & 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</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. 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</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>infrastructure and services 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.</p>	<p>to find an alternative solution.</p>		<p>to optimise the benefits, effectiveness, and efficiencies that digital provides.</p>			
--	--	---	--	---	--	--	--

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 year's residual risk score
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 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</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>kiosks will be introduced in key 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 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</p>			
--	--	--	--	--	--	--	--

				regularly reviews the benefits package. This contributes towards 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.			
--	--	--	--	--	--	--	--

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 year's residual risk score
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 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</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. This is more an issue for people in receipt of care and support who may be experiencing a</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. Additional staffing secured to make regular contact with people waiting and build a schedule of contact based on risk and priority.</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, a number 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>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>suffering worsening physical and mental health.</p>	<p>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 of time 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 work related stress and increased sickness.</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>			
--	--	---	--	--	--	--	--

		<p>Some choose to leave the sector.</p> <p>The reputation of the Council is reduced because they have failed to assess, safeguard, or protect.</p>					
--	--	--	--	--	--	--	--

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 year's residual risk score
7	<p>Childrens Services statutory safeguarding responsibilities</p> <p>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.</p>	<p>Risk of children and young people suffering significant harm or death.</p> <p>Children will suffer worse physical and emotional health and wellbeing, leaving them less able to lead happy and fulfilling lives.</p> <p>Potential for complaints and litigation.</p> <p>Children's circumstances and outcomes will not improve, they 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</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 and tracker to include assurance of the recommendations as they are completed.</p> <p>Re-invigoration of quality assurance framework and performance management 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 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</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>	<p>Interim Director of Children's Services</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>

		<p>have failed to safeguard or protect.</p>		<p>appropriate and effective. Assessment 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>			
--	--	---	--	--	--	--	--

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 year's residual risk score
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 interest rates 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. A significant increase was realised in 2023.</p>	<p>The number of households approaching as homeless and those placed into temporary accommodation increased significantly in 2023.</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>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.</p> <p>Funding for additional accommodation for rough sleepers has been secured for an 18-bed unit.</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 2 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 further 9 either in conveyancing or have had offers made on them.</p> <p>The service has developed and are implementing a temporary accommodation reduction plan.</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>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>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 which should have a positive 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>			
--	--	--	--	--	--	--	--

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	Previous year's residual risk score
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 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</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 & Warwickshire business support ecosystem after European</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, 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 (some are at advanced stages) and Government to accelerate the project. The WM Gigapark has also now been 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 investment in both production and research and development activities in future mobility and batteries in particular. The Council is working with WMCA to ensure that the supply chain, innovation/research and development and skills development interventions to be delivered through the Investment Zone</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>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>

	<p>increased interest rates, which raises the cost of borrowing. These are constraining business investment levels. 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>Regional Development 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, with unemployment numbers having increased gradually as 2023 progressed. This will put pressure on welfare systems. Lack of growth in the economy also reduces availability of opportunities to get the economically inactive</p>		<p>funding are targeted and focused in a way that will accelerate growth of the region's low emission vehicles and battery supply chain.</p> <p>Collaboration with local business support partners (fronted by CW Growth Hub) to develop an evidence base and lobby Government on local business needs, and to shape future interventions and secure the necessary public funds. This could include some of the additional £4.5bn that the government has announced to support the development of advanced manufacturing nationally.</p> <p>A new business support offer, through the UK Shared Prosperity Fund, fronted by the Council (with CW Growth Hub and further organisations to be procured as key partners) as part of the Business Growth WM service, which was launched in September 2023. 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). This will link with other regional and national business support products (e.g. Help to Grow, British Business Bank, WM Co-investment Fund and upcoming WM</p>			
--	---	--	--	---	--	--	--

		<p>back into the labour market.</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>Supply Chain and High Growth 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 Coventry City Council Employer Hub will continue to match Coventry residents with vacancies in businesses, so recruitment needs are tackled.</p> <p>Support for major events and conferences in the city that bring both short-term and longer-term benefits to business, 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</p>			
--	--	---	--	--	--	--	--

				building on 2022 as a record year for tourist numbers and spend in Coventry.			
--	--	--	--	--	--	--	--

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 year's residual risk score
22	<p>Childrens Services workforce stability</p> <p>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.</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 impacting upon the understanding of children's circumstances.</p> <p>A need to recruit expensive agency social workers to meet statutory requirements and demand.</p> <p>A higher proportion of less experienced newly qualified social workers who require greater supervision, with reduced experience in</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 and management development strategy (programme) 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. 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.</p> <p>Changes to the workforce offer have been implemented. They included the</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>Interim Director of Children's Services</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>

		<p>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>offer of a retention payment for Social Workers/Senior Practitioners to be paid in April 2024 as an incentive to remain in employment. The Social Work Team Manager job role has been job evaluated, alongside the Independent Reviewing Officers and Chairs which took the job in line with competitive rates of pay within the region.</p> <p>The above actions are helping to minimise the number of vacancies and stabilise a permanent workforce.</p> <p>A review of the Progression Framework pathway is underway and will be effective from April 2024. This will be the exit strategy for replacing the retention payment in the future.</p> <p>The second Social Work Academy Team continues to significantly contribute to building short and medium-term workforce stability in the social worker roles.</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.</p>			
--	--	---	--	---	--	--	--

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 year's residual risk score
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 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,</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"> • Low Carbon • Circular Economy • Nature Based (biodiversity) • Adaptation and Resilience • Fairer Green Futures <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</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>fuel, and waste 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>framework to deliver more sustainable future development.</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 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>			
--	--	--	--	--	--	--	--

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 year's residual risk score
25	<p>Education and the link to inequalities</p> <p>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.</p>	<p>Quality education is key to raising attainment and reducing inequalities and gaps in achievement for vulnerable 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>Inequalities will not reduce in line with the Council's One Coventry priorities.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	<p>A joined up One Coventry approach (including locality prototypes) to enable families to access support as early as possible.</p> <p>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.</p> <p>Doing It together: Getting a Good Education workstream has representation from headteachers across the city and feeds into the Coventry Safeguarding Partnership.</p> <p>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.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	<p>Director of Partnerships and Performance</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</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. 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>			
--	--	--	--	---	--	--	--

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 year's residual risk score
26	<p>Increases in demand for specialist school placements for children with an Education Health and Care Plan</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</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,</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>	Director of Partnerships and Performance	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p>

	both fees and travel. The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.			underpinned by a training programme.			
--	---	--	--	--------------------------------------	--	--	--

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 year's residual risk score
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 healthy, 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 might increase.</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 and protects the ring-fenced public health grant.</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. 	<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>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>

				<ul style="list-style-type: none"> • Support the vulnerable, including the homeless, those with mental illnesses, refugees, and migrants. • Tackle violence. • 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 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>			
--	--	--	--	--	--	--	--

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 year's residual risk score
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 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</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>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>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p>

	provide services as planned.						
--	------------------------------	--	--	--	--	--	--

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	Previous year's residual risk score
29	<p>The continued implementation of the Elections Act 2022</p> <p>The late provision of guidance has impacted the normal planning of elections, including a possible general election, if one is called at short notice. In addition, the uncertainty around the Police and Crime Commissioner elections is having significant impact on planning assumptions.</p> <p>If the Council does not successfully implement the Act, including the tranche 2 changes, the Electoral Registration Officer / Returning Officer may be unable to deliver the required changes and some voters may be dis-</p>	<p>The implementation of the second tranche of changes takes place during 2023 and 2024. The cumulative impact of these changes, along with the ongoing requirements relating to voter ID and accessibility is considerable, at a time of limited resources for implementation.</p> <p>Elections 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</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p>	<p>Some new funding has been received. If this is insufficient the Council will have to make a justification led bid for further funds.</p> <p>A One Coventry approach is being taken so that the wider Council can provide support.</p> <p>The Council Elections project plan and risk register has a planning assumption that the May 2024 elections include the Police and Crime Commissioner election and a general election. They are updated to reflect the impact of the new provisions.</p> <p>The Head of Electoral Services is reporting to the Chief Legal Officer regarding staffing due to current vacancies in the team, to ensure that postal votes and Voter Authority Certificates etc can be processed successfully both online and in paper format. Also, to ensure that the administration of the regional elements can be delivered.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p>	Director of Law and Governance	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p>

	<p>enfranchised leading to a lack of confidence in election results.</p> <p>In addition, the Returning Officer is also the Combined Authority Returning Officer and Police Area Returning Officer and is responsible for co-ordinating the regional elections.</p>	<p>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 and training cannot be provided.</p>		<p>Training for staff on the impact of legislative changes has commenced with more to follow. The training includes practical training about how to process new applications. This will be supported by updated FAQs, processing instructions and training notes.</p> <p>Preparation of a communications plan so that everyone who is eligible can register to vote and take part in elections.</p> <p>The Head of Electoral Services is part of the Business Change Network facilitated by the Cabinet Office and consequently is very well informed.</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 year's residual risk score
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,</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>	Director of Partnerships and Performance	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p>

		<p>Refugee and migrant communities are adequately supported leading to cultural cohesion between groups, and better outcomes for individuals. The city's diversity and community wellbeing are enriched.</p>		<p>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, 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>			
--	--	--	--	--	--	--	--

				<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>		
--	--	--	--	---	--	--

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 year's residual risk score
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</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>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, 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>2</p> <p>Total Score</p> <p>6</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>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>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>			
--	--	---	--	---	--	--	--

		<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>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 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>			
--	--	--	--	---	--	--	--

		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>			
--	--	--	--	---	--	--	--

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 year's residual risk score
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>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 and in the next year the Council will be introducing 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>			
--	--	--	--	---	--	--	--

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 year's residual risk score
33	<p>Equal pay claims and the impact on budgets and the delivery of services.</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 180 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 is underway 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	Not Applicable

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 year's residual risk score
34	<p>Successful investments in companies</p> <p>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.</p>	<p>Investments have made significant returns through income generation and cost cutting.</p> <p>Investments make a significant contribution to the local and regional economy contributing to growth and employment.</p> <p>Investments have an impact on the regeneration of the city.</p> <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>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</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>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.</p> <p>In November 2023, the external auditors Value for Money Report (for 2021/22) 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, which is planned for the Spring of 2024.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>4</p>	Director of Finance and Resources	Not Applicable

		<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>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><u>Birmingham Airport</u> 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 management programme that is regularly reported to the Board.</p> <p><u>Sherbourne Recycling</u> 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><u>Coventry and Solihull Waste Disposal Company</u></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> <p><u>Friargate Joint Venture Project Limited</u></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>			
--	--	--	--	--	--	--

				<u>University of Warwick Science Park Business Innovation Centre Limited</u> The Council has Director representation on the Board.			
--	--	--	--	---	--	--	--

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 year's score
35	<p>The threat of Cyber-attack to the delivery of One Coventry priorities</p> <p>If the Council fails to deliver its ICT and Digital Strategies the likelihood of a large-scale failure of ICT & 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 & 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 & 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 windows where servers are patched, upgraded, and maintained with the latest bug and security fixes and scheduled network maintenance windows, so that network connectivity</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>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>			
--	--	--	--	--	--	--	--

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 year score
36	<p>Managing any loss of reputation and public trust</p> <p>If the Council continues to face substantial ongoing financial challenges through the historic and unsustainable funding it receives, then increasingly unpalatable decisions will need to be made that might result in a reduction in services leading to reduced public trust and a loss of reputation.</p>	<p>Residents will have reduced trust in the Council because they may not receive services that they had previously, or charges for them may increase.</p> <p>Tension may increase between different communities if one feels it is being dealt with unfairly compared to others.</p> <p>Residents will withdraw from engaging with the Council, meaning that policy will not be based on the best information.</p> <p>Disinformation might be spread, based upon opinion and not facts.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p>	<p>The Council will continue to prioritise those who are most in need of services through the decisions it makes.</p> <p>The Council will be transparent about the financial challenges it faces and how it is trying to mitigate them.</p> <p>The Council will listen to the concerns of residents and respond to them.</p> <p>There is regular communication with residents of the city, but channels used, and their effectiveness will be regularly reviewed, led by experienced communications and engagement teams.</p> <p>The Council is seeking to work in new ways and in partnership, so that it can do more with less resources.</p> <p>The Council will challenge inaccuracies that are reported, including on social media, ensuring that facts are presented.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>2</p> <p>Total Score</p> <p>6</p>	Strategic Lead for Policy and Comms	Not Applicable