

Audit and Procurement Committee

22<sup>nd</sup> September 2025

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director Approving Submission of the report:**

Director of Finance and Resources (Section 151 Officer)

**Ward(s) affected:**

City Wide

**Title:**

Corporate Risk

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**Is this a key decision?**

No

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**Executive Summary:**

The purpose of this report is to provide the Audit and Procurement Committee with the outcome of the latest review of the Corporate Risk Register 2025-26 in Appendix 1 to the report. By having arrangements in place to identify and manage our risks, we increase our chances of achieving corporate and operational objectives and reduce the chance of failure. Good risk management also increases our ability to cope with developing and uncertain events.

**Recommendations:**

The Audit and Procurement Committee are requested to:

- 1) Note the current Corporate Risk Register, indicating that they have satisfied themselves that corporate risks are being identified and managed.
- 2) Identify any areas where they require additional information (if any).
- 3) Approve the bringing of a further risk management report to the Audit and Procurement Committee in March 2026.

**List of Appendices included:**

Appendix 1 – Corporate Risk Register

**Background papers:**

None

**Other useful documents:**

None

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

No

**Has it been or will it be considered by any other council committee, advisory panel, or other body?**

No

**Will this report go to Council?**

No

## **Report title: Corporate Risk**

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

- 1.1 The Audit and Procurement Committee's Terms of Reference requires the Committee to monitor the effective development and operation of risk management within the Council. It was agreed on 18 March 2024 that the Audit and Procurement Committee would receive the Corporate Risk Register twice a year in line with the Grant Thornton value for money report.
- 1.2 The Corporate Risk Register should identify the risks that threaten the successful implementation of the One Coventry Plan.
- 1.3 This report provides the Audit and Procurement Committee with the outcome of the review of the Corporate Risk Register 2025-26, which was received and reviewed by Leadership Board on 8 July 2025 and, subsequently, the removal of seven risks from the register and no new additions.

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

- 2.1 The Corporate Risk Register at Appendix 1 to the report has been reviewed in consultation with the Leadership Board and the allocated Risk Owner. It identifies the main risks facing the Council, the impact of the risk, the inherent risk score before risk mitigation, the risk mitigations, the risk score after the mitigations are applied and where responsibility lies for the Council's response.
- 2.2 The final column identifies what the risk score was when the Committee last received the report in March 2025.
- 2.2 The Corporate Risks and the control measures in place to address them are more fully described in Appendix 1 to the report. Audit and Procurement Committee are asked to review the register and satisfy themselves that the process is operating effectively within the Council as required under the Risk Management Policy.
- 2.3 There are some changes to the Corporate Risk Register from the previous report to Members.

#### **Risks added in this review:**

No new risks were added in the August 2025 register. However, Risk 40 – Mainstream Education Sufficiency, added in February 2025, remains active.

#### **Risks removed:**

The following risks have been removed from the Corporate Risk Register and returned to directorate-level oversight following the Leadership Team review on 8<sup>th</sup> of July 2025. These decisions reflect improved risk management, reduced residual risk, or structural changes in governance.

**Risk 5 – Workforce Delivery of Council Priorities**

The implementation of the Diversity and Inclusion Strategy has led to improved workforce metrics and greater organisational stability. The risk is now being effectively managed within the People Services Directorate.

**Risk 21 – Business Growth & Investment**

The residual risk remains low, with strong performance in economic development and investment attraction. The risk is now considered operational and does not require corporate-level oversight.

**Risk 22 – Children’s Workforce Stability**

Positive outcomes from workforce strategy and retention initiatives have reduced the risk to a level that can be managed within Children’s Services.

**Risk 24 – Climate Change & Sustainability**

Strategic partnerships and mitigation measures are now embedded, and the risk is being addressed through ongoing directorate-led programmes and the Climate Change Board.

**Risk 34 – Investments in Companies**

Governance and oversight mechanisms are now well established, including the Shareholder Committee and Coventry Municipal Holdings. The risk no longer requires corporate escalation.

**Risk 38 – Illegal Migration Act 2023**

The immediate legislative risk has stabilised. Directorates will continue to monitor emerging legislative changes, with a view to consolidating any future risks into a new corporate entry if required.

**Risk 41 – Sufficiency of Homes for Children in Care.**

Leadership Team agreed that escalation to the corporate register would not improve the current risk score or mitigation. The risk continues to be monitored within Children’s Services.

**Risks where the residual risk score has decreased:**

There are no risks where the residual score has increased.

**Risks where the residual risk score has increased:****Risk 35 – The threat of Cyber-attack to the delivery of One Coventry priorities**

*Residual risk increased from 12 (Amber) to 15 (Red).* The residual risk score has increased due to the evolving nature of cyber threats, the Council continues to face heightened exposure to cyber-attacks, which could disrupt critical services and compromise data security.

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

**3. Results of consultation undertaken**

None.

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

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

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

**5.1 Financial implications**

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

**5.2 Legal implications**

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

**6. Other implications**

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

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

**6.2 How is risk being managed?**

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

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

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

**6.4 Equalities / EIA**

None.

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

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

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

None.

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Tina Pinks	Finance Manager Corporate	Finance	15/08/25	18/08/25
Julie Newman	Director of Law and Governance	Law and Governance	15/08/25	18/08/25
Barry Hastie	Director of Finance and Resources (Section 151 Officer)	Finance	15/08/25	10/09/25

Councillor G Duggins	Cabinet Member for Policy and Leadership	-	15/08/25	15/08/25
Councillor R Lakha	Chair of Audit and Procurement Committee	-	15/08/25	17/08/25

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Coventry City Council

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## Public report