Corporate Risk Register
June 2025

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Corporate Risk Register – 03 July 2025
Date last reviewed by Audit and Procurement Committee – March 2025

Risk Impact and Likelihood Matrix

Risk Scoring and Escalation

Risks are scored by multiplying **Likelihood (1–5)** and **Impact (1–5)**. For definitions, see Section 4 of the Risk Management Policy. Two scores are calculated:

- **Inherent Risk**: Before controls
- **Residual Risk**: After controls

Score	Risk Level	Action
1–5	Low (Green)	Acceptable, either due to low level of risk or cost of control outweighing benefit of risk reduction
6–14	Moderate (Amber)	Unacceptable, significant further mitigation required
15–25	High/Critical (Red)	Escalate, unacceptable, and requires more senior involvement

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One Coventry Enabler: Continued financial sustainability of the Council							
Service Area: Finance							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
1	There is a risk that the Council will not be able to achieve its priorities whilst at the same time balancing its budget. This is because of a combination of increased pressure on all sources of funding, increased demand, and complexity in services, including in Adults and Children's Social Care, the legacy impact of inflationary pressures across many areas of the budget. 2024/25 financial position resulted in a £1.8m underspend but this was attributed to additional one-off dividends received from our investment in the final quarter which mitigated the underlying pressures.	With stretched resources it becomes harder to meet the complex needs of vulnerable people, address inequalities and work towards climate change commitments. Difficult decisions about resource allocation will be required from Members and senior officers. Continued short-term funding announcements make it difficult to obtain value for money, plan, consult and report within required timeframes.	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	A rigorous structure exists to oversee budgetary processes, culminating in quarterly reports to Cabinet on the Forecast position. Work to monitor the implementation and delivery of the budgetary savings identified in both the 2024/25 and the 2025/26 budget setting reports continues and is monitored by the Leadership Board monthly. 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. This approach improves the Council's ability to find significant savings and mitigate a significant proportion of the pressure in the medium-term. The Government have consulted on Local Authority Funding Reform during this year, with the intention that a new system, intended to reflect need, could be implemented from	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level **RED**	Director of Finance and Resources	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level **RED**

	During the 2025-2026 budget setting process, this resulted in difficult decisions being made by Members about which services to support, with consequences for residents and the city. Further action will be required to deliver an ongoing balanced budget in future years.		<td style="background:red"></td>	2026/27. Although we are optimistic that the reform will recognise levels are need more proportionately and benefit the city going forward, it does provide a significant amount of uncertainty for the medium-term financial forecast and in response the Council has made planning estimates for future years. Initial assumptions recognise the likelihood that gaps will remain for the periods following 2025/26. The view of the Director of Finance and Resources (Section 151 Officer) is that the Council should continue to plan prudently. The Council's aim is to implement medium-term planning, which is not over-reliant on reserve contributions, making budgeting decisions that recognise fundamental pressures in the financial position and maintaining reserve balances at a level that is sufficient to manage budget risks. Similar pressures have been reported across the local government sector, and action was, and will continue to be taken as opportunities arise, to lobby the Government directly and through organisations such as SIGOMA, ALATS and the LGA to highlight the Council's (and the sector's) financial position	<td style="background:red"></td>		<td style="background:red"></td>

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One Coventry Priorities and Enablers: ICT and Digital impacts the delivery of all priorities and enablers							
Service Area: Digital Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
3	**ICT & Digital services and their contribution to the delivery of One Coventry Priorities** If the programme of ongoing development and the implementation of the ICT and Digital Strategies are not successful, *including exploring and developing our approach to Artificial Intelligence,* 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. Increasingly ICT & Digital supply chains present a risk. A number of suppliers across systems, infrastructure and services	**Reduced Service Efficiency and Strategic Delivery** If the ongoing development and implementation of ICT and Digital strategies are not successful, the Council may struggle to deliver service improvements at the scale and pace required. This would lead to inefficiencies in public service delivery and hinder progress against the One Coventry Plan, limiting the organisation's ability to meet its strategic objectives. **Financial and Operational Risk from Supply Chain Instability** Persistent challenges within the digital supply chain are creating financial pressures, as suppliers increase costs and, in some cases, withdraw products from the market. These disruptions pose a significant business risk, particularly where notice	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**Strategic Planning and Programme Oversight** Digital Services continues to develop and monitor an annual service plan that outlines key programmes and activities aligned with the One Coventry Plan. This structured approach ensures that digital infrastructure and systems remain resilient, high-performing, and capable of supporting evolving service needs. **Governance, Risk, and Compliance Framework** The Council maintains a robust governance and compliance framework that actively identifies, tracks, and addresses digital risks. This includes a focus on resilience and performance monitoring, particularly for core and critical systems, to ensure continuity and alignment with strategic objectives. **Supply Chain Engagement and Risk Management** In response to ongoing supply chain challenges, the Council has increased engagement with suppliers and introduced performance improvement plans where necessary. This proactive approach helps manage rising costs, mitigate delivery risks, and ensure continuity of service where supplier performance is impacted	Likelihood Score 4 Impact Score 3 Total Score 12 Risk Level **AMBER**	Director of Digital Services	Likelihood Score 4 Impact Score 3 Total Score 12 Risk Level **AMBER**

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.	periods are short and alternative solutions are not readily available, potentially delaying critical service delivery and increasing operational strain.		by economic pressures or resource constraints. **Support for Innovation and Transformation** The ICT and Digital strategies continue to support innovation, including the exploration of Artificial Intelligence, to enhance service delivery and efficiency. These efforts are designed to future-proof the Council's digital capabilities and ensure long-term alignment with the One Coventry vision.		

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Adult Social Care							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
6	**Supporting people who may require services from Adult Social Care to remain safe.** There is growing demand for care and support from an aging population and working age adults living with complex long-term conditions, while resources of staff and budget are coming under more pressure. This has led to increases in the number of people requiring support across a range of service areas, including assessment, annual reviews, Deprivation of Liberty Safeguards authorisations and Disabled Facilities Grants with the result that there is greater risk of vulnerable people suffering worsening physical and mental health due to the Council's capacity to respond in a timely manner to this demand	**Increased Risk to Vulnerable Adults and Statutory Non-Compliance** Growing demand from an ageing population and adults with complex needs, combined with workforce and budget pressures, increases the risk that the Council may not meet its statutory duties under the Care Act, Mental Health Act, and Mental Capacity Act. Delays in assessments and interventions may leave vulnerable adults in unsafe situations, leading to deterioration in health, missed opportunities for prevention, and increased pressure on unpaid carers. This could result in reputational damage, increased safeguarding concerns, and higher long-term care costs.	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level **RED**	**Prioritisation, Workforce Development, and Risk Management** • **Triage and Prioritisation**: Urgent cases are prioritised, with regular monitoring of outstanding cases and direct contact maintained with those awaiting intervention. • **Safeguarding Oversight**: Safeguarding referrals are risk-assessed and prioritised. Audits ensure thresholds are applied consistently. • **Workforce Strategy**: Recruitment is improving staffing levels, though many are newly qualified and require enhanced supervision. Support is provided to build resilience and reduce turnover. • **Risk Management**: A consistent approach to risk prioritisation has been implemented across the service. • **Resource Optimisation**: Greater focus on personal budgets during care reviews and new support packages to manage demand effectively.	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level **AMBER**	Director of Adult Services and Housing Head of Social Care and Support	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level **AMBER**

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Children and Education Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
7	**Children's Services statutory safeguarding responsibilities** If the Council and its partners fail to discharge their statutory safeguarding responsibilities and regulatory obligations, including the management and oversight of caseloads, then a child or young person may experience abuse or neglect leading to significant harm or death.	**Risk of Significant Harm to Children and Young People** There is a serious risk that children and young people may suffer significant harm or even death if safeguarding measures fail. This represents the most severe consequence of system failure and underscores the critical importance of effective intervention and protection. **Long-Term Impact on Health and Wellbeing** Children who are not adequately safeguarded may experience worsened physical and emotional health, which can have lasting effects on their development. This can leave them less able to lead happy, fulfilling, and independent lives, and may	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**Implementation of Learning from Safeguarding Practice Reviews:** All Safeguarding Practice Reviews are followed by clear learning and action plans. Each subgroup of the Safeguarding Boards is supported by a dedicated work plan and progress tracker to ensure that recommendations are implemented with robust oversight and assurance. **Strengthening Quality Assurance and Performance Management:** A refreshed Quality Assurance Framework has been introduced, with a renewed focus on rigorous performance monitoring across all Children's Social Work teams. This ensures that practice quality is consistently evaluated and improved. **Enhancing Early Help Effectiveness:** Following an Early Help review services have been strengthened to ensure timely and effective responses to emerging needs. Targeted, purposeful interventions aim to reduce the escalation of need and prevent children from entering statutory services unnecessarily.	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level **RED**	Director of Children and Education Services	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level **RED**

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	limit their ability to reach their full potential. **Legal and Reputational Consequences** Failure to protect children can lead to complaints and potential litigation, exposing the Council and its partners to legal risk. Additionally, the reputation of the Council and its statutory partners may be significantly damaged if they are seen to have failed in their duty to safeguard vulnerable children. **Poor Outcomes and Missed Opportunities** Without timely and effective support, children's circumstances and outcomes will not improve. They may struggle to achieve in education, develop essential life skills, or transition successfully into adulthood, resulting in reduced independence and life chances.		**Delivering High-Quality Children's Services:** The ambition remains to deliver consistently 'Good' services across Children's Services. This includes the early identification and assessment of children at risk of harm, timely and proportionate safeguarding responses, and strengthened assessment and planning processes underpinned by risk-informed, child-centred practice. **Raising Safeguarding Awareness Across the Council:** Comprehensive safeguarding awareness initiatives are in place to ensure all Council employees are equipped to identify signs of harm and know how to respond appropriately. **Safeguarding Considerations in Service Redesign:** Any proposed changes to service delivery are carefully assessed for potential safeguarding impacts, with appropriate mitigation strategies developed as part of the planning process. **Improving Responses to Missing Children:** Systems are in place to effectively identify and respond to children who go missing.			

This includes statutory return home interviews and targeted interventions to reduce repeat incidents and safeguard children.

Managing Increased Demand and Complexity:

Strategic workforce planning and demand forecasting are in place to respond to increased case complexity, ensuring service delivery remains safe and sustainable.

Embedding Consistent Practice Standards:
Clear policies, procedures, and practice standards – including supervision frameworks – are in place to support consistent, high-quality decision-making. Ongoing learning and development opportunities equip practitioners with the skills and knowledge to deliver effective services to children and families.

One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Housing and homelessness							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
19	**An increase in families in temporary accommodation and street homelessness** As people continue to be challenged by the cost of living, residents will struggle to meet housing costs and there is a risk that there will be an increase in homelessness affecting families and single people across all groups, with an increase in the number of people living in temporary accommodation and rough sleepers. A significant increase was realised in 2023 which continued in early-mid 2024. Since September 2024 overall numbers have plateaued however are stll very high.	**Rising Family Homelessness and Long-Term Housing Pressure** While overall temporary accommodation (TA) demand has stabilised, the number of families in TA continues to rise and is expected to remain high into 2025/26. This trend places sustained pressure on housing services, increases financial costs, and risks long-term reliance on TA. Limited availability of affordable housing, particularly for families, and a buoyant private rental market exacerbate the issue. Prolonged stays in TA can negatively impact family well-being, increase inequality, and undermine the Council's ability to meet its statutory housing duties.	Likelihood Score 5 Impact Score 4 Total Score 20 Risk Level **RED**	**Targeted Accommodation Expansion and Prevention Initiatives** • **Accommodation Expansion**: 55 large family homes have been purchased for TA, with more in the pipeline. A partnership with a Registered Provider will deliver 50 flats for homeless families by summer 2025. • **Rough Sleeper Support**: Additional funding secured for an 18-bed unit and two refurbished TA sites for single homeless individuals. • **Prevention and Partnership**: Continued collaboration with partners to support residents in maintaining accommodation and reduce new entries into TA. • **Market Engagement**: Ongoing efforts to secure private rented properties despite market challenges. • **Cost Management**: Management actions have helped reduce TA costs and stabilise overall numbers.	Likelihood Score 5 Impact Score 3 Total Score 15 Risk Level **RED**	Director of Adults and Housing	Likelihood Score 5 Impact Score 3 Total Score 15 Risk Level **RED**

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	One Coventry Priority: Improving outcomes and tackling inequalities within our communities						
	Service Area: Children and Education Services						
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
25	**Education and the link to inequalities** 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.	**Education as a Driver of Equality** Access to quality education is fundamental to raising attainment and narrowing the achievement gap for vulnerable pupils. It plays a critical role in reducing inequalities and supporting children and young people to reach their full potential, regardless of their background. **Risk of Increased NEET Rates** Without sustained educational engagement, there is a growing risk of more young people becoming Not in Education, Employment, or Training (NEET). This disconnect from learning and opportunity can have long-term consequences for their personal development and future prospects. **Long-Term**	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level **RED**	**Early Help and Integrated Support** A joined-up One Coventry approach, including locality prototypes, is enabling families to access support as early as possible. This collaborative model brings together services across the city to ensure timely and coordinated help for children and families. The launch of the Early Help Strategy 2023–2025 has strengthened partnerships between schools, education, and children's services. These close working relationships are helping to better understand how early family support can positively impact the lives of children and young people. **Collaborative Education Leadership** The "Doing It Together: Getting a Good Education" workstream includes representation from headteachers across Coventry and feeds directly into the Coventry Safeguarding Partnership, ensuring that education and safeguarding priorities are aligned. The Coventry Education Partnership continues to be a key forum for coordination and collaboration. It supports school improvement through school-to-school	Likelihood Score 2 Impact Score 3 Total Score 6 Risk Level **AMBER**	Director of Children and Education Services	Likelihood Score 2 Impact Score 3 Total Score 6 Risk Level **AMBER**

		Socioeconomic Impact Educational underachievement contributes to greater deprivation, as young people without qualifications or skills may struggle to secure and sustain meaningful employment. This limits their ability to achieve financial independence and increases the likelihood of long-term reliance on public services. **Misalignment with Strategic Priorities** If educational inequalities persist, the Council will be unable to achieve its One Coventry priorities, which aim to create a fairer, more inclusive city. Addressing disparities in education is essential to ensuring that all children and young people have equal opportunities to thrive.		support and shared learning, helping to raise standards and promote whole-school development across the city. **School Place Planning and Admissions** The Council is actively managing the supply and demand of school places to meet its statutory duty. This includes a review of the Fair Access Protocol to ensure that unplaced children and young people can be allocated school places quickly and fairly. To respond to significant increases in in-year admissions, the Council has introduced bulge class schemes and associated funding across the city, ensuring that schools can accommodate additional pupils when needed.			

				Capital Investment in Education Infrastructure Management of education capital investment remains a priority. The Council is delivering the One Strategic Plan, which includes the expansion of secondary and special schools, as well as capital projects to support the delivery of bulge classes. These investments ensure that school buildings are fit for purpose and can meet the needs of a growing population. **Life-Pathway and Post-16 Support** A life-pathway approach is being embedded to support young people beyond school age. This includes effective commissioning of services for those Not in Education, Employment or Training (NEET) and robust tracking systems to ensure that appropriate pathways are identified and supported after the age of 16.			

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Children and Education Services							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
26	**Increases in demand for specialist school placements for children with an Education Health and Care Plan** 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. Alternative out of city placements, represent a significant unit cost increase in terms of both fees and travel.	**Impact on Children's Wellbeing and Life Chances** A rise in demand for specialist school placements can significantly affect the wellbeing and educational outcomes of children with special educational needs. Without timely access to appropriate provision, these children may experience delays in support, leading to poorer outcomes in childhood and reduced life chances into adulthood. **Financial Pressure on Council Resources** The increasing volume of specialist placements, combined with rising unit costs, places substantial pressure on the Council's budget. This trend risks creating an in-year deficit in the High Needs Block, which funds support for children with additional needs. Additionally, the home-to-school transport budget is	Likelihood Score 5 Impact Score 4 Total Score 20 Risk Level **RED**	**Expanding Local Specialist Provision** To meet growing demand, the Council will commission additional specialist school placements locally, with a medium-term focus on delivering the planned expansion of Woodfield Special School at the Woodlands site. In the short term, the capacity of special schools for children with learning disabilities will be maximised through a targeted capital expansion programme. **Strengthening Early Intervention and Mainstream Alternatives** A key strategy to reduce pressure on specialist placements is the development of early intervention and alternative support pathways. This includes the introduction of enhanced resourced provisions (units) within mainstream schools, offering high-quality, inclusive alternatives for children with additional needs.	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level **RED**	Director of Children and Education Services	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level **RED**

	The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.	under strain due to the growing number of children requiring travel to specialist settings, often at greater distances.		**Building Inclusive Capacity Through Workforce Development** A co-produced workforce strategy is being implemented to strengthen the skills and expertise of school staff. This strategy is underpinned by a comprehensive training programme, enabling schools to adopt more inclusive practices and increase their capacity to support a broader range of complex needs within mainstream settings.			

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Public Health							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
27	**Reducing health inequalities** 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.	**Worsening Health Outcomes**: Deprived and vulnerable populations will continue to suffer from poorer health, reduced quality of life, and shorter life expectancy. **Persistent Inequality**: The gap in life expectancy between affluent and deprived areas will remain wide or worsen. **Increased Social Issues**: There may be rises in domestic abuse, sexual violence, and substance dependence. **Economic and Social Consequences**: Residents may struggle to live healthy, independent, and economically productive lives, impacting community wellbeing and economic growth.	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**Strategic Resource Allocation**: Protecting the ring-fenced public health grant. Aligning financial strategies to systematically reduce inequalities. **Equity-Focused Commissioning**: Embedding equality impact assessments (EIA) and scrutiny in commissioning, employment, training, and procurement. **Population Health Management**: Using data-driven approaches to identify and respond to health needs. Prioritizing prevention across all care pathways. **Addressing Wider Determinants of Health**: Improving job quality and educational equity, especially in early years. Supporting vulnerable groups (e.g., homeless, mentally ill, refugees). Tackling violence and improving access to housing, heating, and insulation.	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level **RED**	Director of Public Health and Wellbeing	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level **RED**

				Collaborative and Community-Based Approaches: Working with the Integrated Care System and voluntary/community groups. Empowering communities through leadership development and co-production (One Coventry approach).			

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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							

No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
32	**A workforce that is healthy and safe** 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.	**Increased Risk of Harm and Organisational Liability** If the Council does not maintain a safe and healthy working environment, there is a risk of increased workplace incidents, harm to staff, and non-compliance with health and safety legislation. This could lead to higher sickness absence, reduced staff morale, reputational damage, and potential legal or financial consequences. Rising incidents of violence and aggression, particularly in frontline services, further increase the risk to staff wellbeing and service continuity.	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**System Improvements, Targeted Interventions, and Cultural Change** **Incident Reporting and Data Use:** Continued roll-out of the IAN (Incident, Accident and Near Miss) reporting system to improve the quality and use of health and safety data. **Lone Working Review:** A comprehensive review of lone working arrangements is underway, due to complete in July 2025, to ensure staff are appropriately supported and risks are mitigated. **Violence and Aggression Response:** The violence and aggression group has been re-launched and meets monthly to coordinate actions and reduce incidents across the organisation. **Training and Awareness:** Ongoing training and communication to promote a culture of safety and ensure staff are aware of procedures and support mechanisms.	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level **AMBER**	Director of People	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level **AMBER**

		.		**Health and Safety Oversight:** Strengthened governance and oversight through the People Directorate, with regular monitoring of trends and targeted interventions in high-risk areas.			

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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
33	**Equal pay claims and the impact on budgets and the delivery of services.** 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.	**Financial Exposure and Reputational Risk** The Council faces a significant financial and legal risk due to ongoing equal pay claims, with approximately 700 claims submitted by GMB and Unison. If not effectively managed, this could result in substantial backdated pay liabilities, legal costs, and reputational damage. The scale of claims may also impact future budget planning, service delivery, and employee relations, particularly if the issue is perceived as unresolved or systemic.	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**Legal Preparation, Data Validation, and Strategic Oversight** **Tribunal Preparation**: A tribunal date has been set for **November 2026**, providing a clear legal timeline for case progression. **Data Review**: Ongoing work to **validate claimant information**, including employment dates and job roles, to ensure accurate case assessment and legal defence. **Strategic Oversight**: The risk is being actively managed within the People Directorate, with regular updates and coordination across legal, HR, and finance teams. **Confidentiality and Sensitivity**: The issue is being handled with appropriate discretion due to its sensitive nature and potential implications for wider workforce relations.	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level **RED**	Director of People	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level **RED**

One Coventry Priorities and Enablers: ICT and Digital impacts the delivery of all priorities and enablers							
Service Area: Digital Services							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
35	**The threat of Cyber-attack to the delivery of One Coventry priorities** 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. *The cyber threat profile is always adapting including, but not limited to, the advances in Artificial Intelligence based Cyber threats.* 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.	**Disruption to Service Delivery and Statutory Functions** A large-scale failure of ICT and Digital services would severely hinder the Council's ability to deliver essential and statutory services to residents and businesses. This disruption would undermine the effectiveness and efficiency of service provision and diminish the quality of customer experience, particularly for those relying on digital access. **Exposure to Legal, Financial, and Reputational Risk** Compromised data security and system integrity could lead to breaches of compliance, resulting	Likelihood Score 5 Impact Score 5 Total Score 25 Risk Level **RED**	**Cyber Threat Monitoring and Intelligence Sharing** • Proactive Monitoring: The Cyber Security Team continuously monitors systems for suspicious activity. • Threat Intelligence: Intelligence is sourced from the National Cyber Security Centre (NCSC) Early Warning System and shared with regional partners. • Awareness of Third-Party Risks: Monitoring of subcontractors and Council contracts for breaches, even if Council systems are unaffected. **Cybersecurity Awareness and Training** • Mandatory Training: Cyber Awareness training is now mandatory for all employees, complementing existing data protection training. • Simulations and Campaigns: Regular phishing simulations and an annual Cyber Awareness Campaign (Oct/Nov) are conducted. • Topical Communications: Timely intranet updates, such as recent advice following cyber-attacks on major UK retailers.	Likelihood Score 5 Impact Score 3 Total Score 15 Risk Level **RED**	Director of Digital Services	Likelihood Score 4 Impact Score 3 Total Score 12 Risk Level **AMBER**

| | | in litigation, regulatory fines, and reputational damage. The fallout would also place a significant burden on staff and leadership, diverting time and resources away from core priorities to manage the consequences and restore operations. | | **Strategic and Operational Governance**
• Annual Service Plan: Digital Services maintains a service plan to ensure resilient infrastructure and alignment with the One Coventry Plan.
• Governance Framework: A structured governance, risk, and compliance framework is in place to track and remediate risks.
• External Assurance: Effectiveness is validated through internal audits, IT Health Checks, and external schemes like NHS DSPT and NCSC CAF.

Supply Chain and Technology Resilience
• Supply Chain Monitoring: Increased scrutiny of suppliers, especially those providing core/critical systems, due to economic instability and product withdrawals.
• Contingency Planning: Identification of alternative solutions when suppliers withdraw products. | | | |

				Business Continuity and Disaster Recovery Service-Level Planning: Each service area is responsible for its own business continuity and disaster recovery plans.			

One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Regulatory Services							
No	**Risk description**	**Impact**	**Inherent risk score**	**Measures to mitigate risk**	**Residual risk score**	**Risk owner**	**Previous score March 2025**
37	**Inadequate database systems in Regulatory Services** If, following a data transfer to new products and packages, the Council has inadequate database systems (Property Licensing, Building Control and Alcohol and Entertainment Licensing) there is a risk that the Council's business will not be conducted efficiently resulting in statutory requirements not being met, inspections not being conducted, and complaints not being investigated.	If the Council's database systems in Regulatory Services (e.g. Property Licensing, Building Control, Alcohol and Entertainment Licensing) are inadequate, following data transfers to new platforms: **Operational Disruption**: Statutory functions such as inspections, licensing, and complaint investigations may be delayed or missed. **Compliance Risk**: Failure to meet legal obligations could result in regulatory breaches and reputational damage. **Data Integrity Issues**: Inaccurate or inaccessible data could compromise decision-making and service delivery.	Likelihood Score 5 Impact Score 4 Total Score 20 Risk Level **RED**	**Data Recovery and Repair**: • Recover corrupted or lost data from backups or original sources. • Repair damaged files using automated tools or manual methods. **Data Validation and Reconciliation**: • Validate recovered data against system specifications. • Reconcile validated data with existing records to resolve discrepancies. **Quality Assurance and Testing**: • Test functionality, performance, and security of the new system. • Ensure data meets required standards before full implementation. **Project Planning and Monitoring**: • Careful planning of the data transfer process, including risk assessments. • Continuous monitoring and troubleshooting using logs, alerts, and reports. **Communication and Documentation**: • Clear documentation of procedures and regular updates to stakeholders. • Use of feedback and lessons learned to improve future data transfers.	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level **RED**	Director of Law and Governance	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level **RED**

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		Financial Impact: Inefficiencies may lead to increased costs and reduced fee income. **Stakeholder Confidence**: Trust from customers, partners, and regulators may be eroded due to service failures or delays.				

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Children and Education Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2025
40	**Mainstream Education Sufficiency** A growing child and young person population is impacting on our ability to meet statutory duty to ensure there is sufficiency of school places for children and young people living in Coventry.

We have been implementing additional places into the Secondary Sector since 2018 to respond to a birth rate population bulge moving through the system. A significant increase in in-year admissions (21/22, 22/23 and 23/24 academic years) has impacted on sufficiency of places | The Council faces increasing pressure to meet its statutory duty to provide sufficient school places due to:

Population Growth: A sustained rise in the number of children and young people, particularly in secondary education, driven by a birth rate bulge and increased in-year admissions.

Capacity Constraints: Many schools are already operating at or above capacity, with 17 out of 22 secondary schools having undergone expansion.

Admissions Challenges: More pupils are being | Likelihood Score

5

Impact Score

3

Total Score

15

Risk Level **RED** | **School Expansion Delivery** Implemented and delivered further planned Primary and Secondary school expansions both temporary and permanent by reutilising previous temporary growth and opening 11 bulge classes in primary and 1 in secondary.

Capital Investment in School Infrastructure Capital funding is being used to ensure schools have the necessary facilities to support additional pupil numbers and accommodate growth effectively.

Enhanced Forecasting and Planning The Pupil Place Planning forecasting process has been updated to reflect levels of pupil growth, enabling more accurate modelling of short- and long-term impacts on school capacity.

Flexible Growth Strategy A continued focus on flexibility allows schools to expand or contract in response to changing pupil demand, ensuring a responsive and sustainable approach to sufficiency. | Likelihood Score

3

Impact Score

3

Total Score

9

Risk Level **AMBER** | Director of Children and Education Services | Likelihood Score

3

Impact Score

3

Total Score

9

Risk Level **AMBER** |

		placed via the Fair Access Protocol, reducing the likelihood of receiving a preferred school placement and increasing complaints and reputational risk. **Funding Limitations**: Changes to DfE capital funding methodology and the lagged school funding system constrain the Council's ability to respond quickly to demand. **Policy Shifts**: National changes, such as the introduction of VAT on private school fees, may increase demand for state school places.		**Future Secondary Provision** Work is underway to secure a site for a new secondary school, planned to open in September 2027 through the free school presumption process. **Collaborative Planning and Coordination** Ongoing discussions are taking place with primary and secondary school leaders, alongside close liaison with the DfE Sufficiency Team. This includes supported engagement with Multi-Academy Trusts (MATs) to ensure alignment with in-year and coordinated admissions planning.			