



# **Corporate Risk Register February 2026**

# APPENDIX 1

Corporate Risk Register – 05 February 2026

Date last reviewed by Audit and Procurement Committee – June 2025

## Risk Impact and Likelihood Matrix

	Impact				
Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

### 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 June 2025
1	<p>There is a risk that the Council will not be able to achieve its priorities whilst at the same time balancing its budget.</p> <p>The forecast outturn at Q3 for 2025/26 is a overspend position of £1.6m recognising continued pressure across many areas of the budget, including increased demand, and complexity in services, including in Adults and Children's Social Care, and the legacy impact of inflationary pressures across many areas of the budget.</p> <p>The provisional Fair Funding Settlement has been announced, providing a 3-year settlement and new cash resources for Coventry using a needs-based formula. In these circumstances there are inherent risks that new</p>	<p>The 3-year settlement enables a much better medium-term view of the Councils finances, although indicative allocations will allow Councils to plan more effectively, the Government will reserve the right to review allocations each year.</p> <p>There are many economic factors affecting public sector finances, such that each year will still need to be considered based on prevailing circumstances, such is the volatility in recent years. The Council will still need to ensure Government funding together with local taxation decisions are sufficient to cover existing cost and emerging pressures.</p> <p>In addition, the council continues to be faced with ongoing demand for support from citizens</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>A rigorous structure exists to oversee budgetary processes, culminating in quarterly reports to Cabinet on the Forecast position.</p> <p>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.</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 manage its resources and ensure focus remains of key strategic priorities.</p> <p>The Government have implemented their Fair Funding system for Local Authority Funding during this year. The needs-based formula now recognises the level of funding required to support Coventry, although, due to the transitional nature of the new funding assessment, the full effect of this will</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>Director of Finance and Resources: Barry Hastie</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>

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	<p>resources are not used effectively to deliver corporate objectives, and that on-going spending and income is not controlled to delegated budgets.</p>	<p>driven by current national financial challenges, the stubborn levels of inflation and cumulative impact of inflationary pressures, relatively high costs of borrowing and the persistent cost of living crisis</p> <p>The council need to meet the complex needs of vulnerable people, address inequalities and work towards climate change commitments.</p>		<p>take 3 years to fully benefit the city. This does however provide some certainty of funding levels for the city over the next 3 years, suggesting further headroom for the 2 years subsequent to the current budgeting cycle and the opportunity to build a medium-term financial plan for the city focusing of key strategic priorities. The view of the Director of Finance and Resources (Section 151 Officer) is that the Council should continue to plan prudently.</p> <p>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.</p>			
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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 June 2025
3	<p><b>ICT &amp; Digital services and their contribution to the delivery of One Coventry Priorities</b></p> <p>If the programme of ongoing development and the implementation of the ICT and Digital Strategies are not successful, <i>including exploring and developing our approach to Artificial Intelligence</i>, 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 it's One Coventry priorities. Increasingly ICT &amp; Digital supply chains present a risk. A number of suppliers across systems, infrastructure and services</p>	<p><b>Reduced Service Efficiency and Strategic Delivery</b></p> <p>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.</p> <p><b>Financial and Operational Risk from Supply Chain Instability</b></p> <p>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</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level <b>RED</b></p>	<p><b>Strategic Planning and Programme Oversight</b></p> <p>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.</p> <p><b>Governance, Risk, and Compliance Framework</b></p> <p>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.</p> <p><b>Supply Chain Engagement and Risk Management</b></p> <p>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</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p> <p>Risk Level <b>AMBER</b></p>	<p>Director of Digital Services: Paul Ward</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p> <p>Risk Level <b>AMBER</b></p>

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	<p>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>periods are short and alternative solutions are not readily available, potentially delaying critical service delivery and increasing operational strain.</p>		<p>by economic pressures or resource constraints.</p> <p><b>Support for Innovation and Transformation</b></p> <p>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.</p>			
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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Adult Social Care							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score June 2025
6	<p><b>Supporting people who require support from Adult Social Care.</b> 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 due to the complexity of cases presenting and the increasing costs of meeting care and support needs. 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</p>	<p><b>Increased Risk to Vulnerable Adults and Statutory Non-Compliance</b></p> <p>Growing demand from an ageing population and working age 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, higher long-term care costs and adverse outcomes from regulatory processes.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p> <p>Risk Level <b>RED</b></p>	<p><b>Prioritisation, Workforce Development, and Risk Management</b></p> <ul style="list-style-type: none"> <li>• <b>Triage and Prioritisation:</b> Urgent cases are prioritised, with regular monitoring of outstanding cases and direct contact maintained with those awaiting intervention.</li> <li>• <b>Safeguarding Oversight:</b> Safeguarding referrals are risk-assessed and prioritised. Audits ensure thresholds are applied consistently.</li> <li>• <b>Workforce Oversight:</b> Recruitment is improving staffing levels, though many are newly qualified and require enhanced supervision. Support is provided to build resilience and reduce turnover.</li> <li>• <b>Risk Management:</b> A consistent approach to risk prioritisation has been implemented across the service.</li> <li>• <b>Resource Optimisation:</b> Greater focus on personal budgets during care reviews and new support packages to manage demand effectively.</li> <li>• <b>Partnership working:</b> Reviewing and establishing clear protocols</li> </ul>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p> <p>Risk Level <b>AMBER</b></p>	<p>Director of Care, Health and Housing: Pete Fahy</p> <p>Assistant Director for Social Care and Support: Kirstin Clarke</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p> <p>Risk Level <b>AMBER</b></p>

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	<p>Council's capacity to respond in a timely manner to this demand</p>			<p>for cases where joint funded of CHC/S117 funded with ICB colleagues.</p> <ul style="list-style-type: none"><li>• <b>Market Management:</b> clear processes for fee setting and fee agreements with the market led by Commissioning.</li></ul>			
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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 June 2025
7	<p><b>Children's Services statutory safeguarding responsibilities</b></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 have failed to safeguard or protect.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Implementation of Learning from Safeguarding Practice Reviews:</b></p> <p>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.</p> <p><b>Strengthening Quality Assurance and Performance Management:</b></p> <p>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.</p> <p><b>Enhancing Early Help Effectiveness:</b></p> <p>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.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Children and Education Services: Sukriti Sen</p> <p>Chris Heeley Matt Clayton Angela Whitrick</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>

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### **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

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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.

### **Implementing the social care reforms**

The programme now enters its next phase, with the engagement and design of the Multi-Agency Child Protection Teams commencing. This builds on the solid foundations already in place and aims to further strengthen safeguarding practice, enhance professional collaboration, and ensure that interventions are tailored to the individual needs of children and families across the system

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One Coventry Priority: Improving outcomes and tackling inequalities within our communities							
Service Area: Housing and homelessness							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score June 2025
19	<p><b>An increase in families in temporary accommodation and street homelessness which is not countered by availability of social and affordable housing to provide move on options.</b></p> <p>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</p>	<p><b>Rising Family Homelessness and Long-Term Housing Pressure</b></p> <p>While overall temporary accommodation (TA) demand has stabilised and more recently shown minor reductions the overall numbers are expected to remain high into 2026/27. 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 as affordable move on options are limited. Prolonged stays in TA can negatively impact family well-being, increase inequality, and undermine the Council's</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Targeted Accommodation Expansion and Prevention Initiatives</b></p> <ul style="list-style-type: none"> <li>• <b>Accommodation Expansion:</b> 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.</li> <li>• <b>Rough Sleeper Support:</b> Additional funding secured for an 18-bed unit and two refurbished TA sites for single homeless individuals.</li> <li>• <b>Prevention and Partnership:</b> Continued collaboration with partners to support residents in maintaining accommodation, move from TA to private rented, and reduce new entries into TA.</li> <li>• <b>Market Engagement:</b> Ongoing efforts to secure private rented properties despite market challenges.</li> <li>• <b>Cost Management:</b> Management actions have helped reduce TA costs and stabilise overall numbers.</li> </ul>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Care, Health and Housing: Pete Fahy</p> <p>Head of Housing: Jim Crawshaw</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>

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	<p>2024. Since September 2024 overall numbers have plateaued and we have more recently started to see some minor reductions, however, are still very high. How the impact of the Renters Reform Act 2025 effects on the private rental market is yet unknown.</p>	<p>ability to meet its statutory housing duties.</p>					
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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 June 2025
25	<p><b>Education and the link to inequalities</b></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>Risk Level</p> <p><b>RED</b></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>Management of supply and demand of school places across Coventry to fulfil the local authority's statutory duty in providing sufficient school places.</p> <p>Review of the Fair Access Protocol to</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>Director of Children and Education Services: Sukriti Sen</p> <p>Racheal Sugars</p> <p>Jeannette Essex</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p> <p>Risk Level</p> <p><b>AMBER</b></p>

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				<p>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>			
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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 June 2025
26	<p><b>Increases in demand for specialist school placements for children with an Education Health and Care Plan</b></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 both fees and travel. The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.</p>	<p>Impact on the wellbeing and outcomes for children with special education needs in their childhood and on life chances into adulthood.</p> <p>Impact on the Council's budget, due to increased volume and unit costs, which is a factor in the Council setting an in-year deficit budget of the High Needs Block in 2025/26 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>Risk Level</p> <p><b>RED</b></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, underpinned by a training programme.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Children and Education Services</p> <p>Sukriti Sen</p> <p>Racheal Sugars</p> <p>Jeannette Essex</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p> <p>Risk Level</p> <p><b>RED</b></p>

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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 June 2025
27	<p><b>Reducing health inequalities</b></p> <p>If the Council and its partners do not embrace the challenge of reducing health inequalities, then 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><b>Worsening Health Outcomes:</b> Deprived and vulnerable populations will continue to suffer from poorer health, reduced quality of life, and shorter life expectancy.</p> <p><b>Persistent Inequality:</b> The gap in life expectancy between affluent and deprived areas will remain wide or worsen.</p> <p><b>Increased Social Issues:</b> There may be rises in domestic abuse, sexual violence, and substance dependence.</p> <p><b>Economic and Social Consequences:</b> Residents may struggle to live healthy, independent, and economically productive lives, impacting community wellbeing and economic growth.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Strategic Resource Allocation:</b> Protecting the ring-fenced public health grant. Aligning financial strategies to systematically reduce inequalities.</p> <p><b>Equity-Focused Commissioning:</b> Embedding equality impact assessments (EIA) and scrutiny in commissioning, employment, training, and procurement.</p> <p><b>Population Health Management:</b> Using data-driven approaches to identify and respond to health needs. Prioritizing prevention across all care pathways.</p> <p><b>Addressing Wider Determinants of Health:</b> 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.</p> <p><b>Collaborative and Community-Based Approaches:</b> Working with the Integrated Care</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Public Health and Wellbeing: Allison Duggal</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>

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				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 June 2025
32	<p><b>A workforce that is healthy and safe</b></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><b>Increased Risk of Harm and Organisational Liability</b></p> <p>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.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>System Improvements, Targeted Interventions, and Cultural Change</b></p> <p><b>Incident Reporting and Data Use:</b> Continued roll-out of the IAN (Incident, Accident and Near Miss) reporting system to improve the quality and use of health and safety data.</p> <p><b>Lone Working Review:</b> 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.</p> <p><b>Violence and Aggression Response:</b> The violence and aggression group has been re-launched and meets monthly to coordinate actions and reduce incidents across the organisation.</p> <p><b>Training and Awareness:</b> Ongoing training and communication to promote a culture of safety and ensure staff are aware of procedures and support mechanisms.</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p> <p>Risk Level</p> <p><b>AMBER</b></p>	Director of People: Susanna Chilton	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>12</p> <p>Risk Level</p> <p><b>AMBER</b></p>

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				<p><b>Health and Safety Oversight:</b> Strengthened governance and oversight through the People Directorate, with regular monitoring of trends and targeted interventions in high-risk areas.</p>			
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One Coventry Enabler: Council's role as a partner, enabler, and leader							
Service Area: Human Resources							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score June 2025
33	<p><b>Equal pay claims and the impact on budgets and the delivery of services.</b></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><b>Financial Exposure and Reputational Risk</b></p> <p>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.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Legal Preparation, Data Validation, and Strategic Oversight</b></p> <p><b>Tribunal Preparation:</b> A tribunal date has been set for <b>November 2026</b>, providing a clear legal timeline for case progression.</p> <p><b>Data Review:</b> Ongoing work to <b>validate claimant information</b>, including employment dates and job roles, to ensure accurate case assessment and legal defence.</p> <p><b>Strategic Oversight:</b> The risk is being actively managed within the People Directorate, with regular updates and coordination across legal, HR, and finance teams.</p> <p><b>Confidentiality and Sensitivity:</b> The issue is being handled with appropriate discretion due to its sensitive nature and potential implications for wider workforce relations.</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>	Director of People: Susanna Chilton	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>

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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 June 2025
35	<p><b>The threat of Cyber-attack to the delivery of One Coventry priorities</b></p> <p>If the Council fails to deliver its ICT and Digital Strategies the likelihood of a large-scale failure of ICT &amp; Digital services due to cyber-attack will increase. <i>The cyber threat profile is always adapting including, but not limited to, the advances in Artificial Intelligence based Cyber threats.</i> 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><b>Disruption to Service Delivery and Statutory Functions</b> 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.</p> <p><b>Exposure to Legal, Financial, and Reputational Risk</b> Compromised data security and system integrity could lead to breaches of compliance, resulting in litigation, regulatory</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>25</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Cyber Threat Monitoring and Intelligence Sharing</b></p> <ul style="list-style-type: none"> <li>Proactive Monitoring: The Cyber Security Team continuously monitors systems for suspicious activity.</li> <li>Threat Intelligence: Intelligence is sourced from the National Cyber Security Centre (NCSC) Early Warning System and shared with regional partners.</li> <li>Awareness of Third-Party Risks: Monitoring of subcontractors and Council contracts for breaches, even if Council systems are unaffected.</li> </ul> <p><b>Cybersecurity Awareness and Training</b></p> <ul style="list-style-type: none"> <li>Mandatory Training: Cyber Awareness training is now mandatory for all employees, complementing existing data protection training.</li> <li>Simulations and Campaigns: Regular phishing simulations and an annual Cyber Awareness Campaign (Oct/Nov) are conducted.</li> <li>Topical Communications: Timely intranet updates, such as recent advice following cyber-attacks on major UK retailers.</li> </ul>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Digital Services: Paul Ward</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>12</p> <p>Risk Level</p> <p><b>AMBER</b></p>

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		<p> 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.</p>		<p><b>Strategic and Operational Governance</b></p> <ul style="list-style-type: none"> <li>• Annual Service Plan: Digital Services maintains a service plan to ensure resilient infrastructure and alignment with the One Coventry Plan.</li> <li>• Governance Framework: A structured governance, risk, and compliance framework is in place to track and remediate risks.</li> <li>• External Assurance: Effectiveness is validated through internal audits, IT Health Checks, and external schemes like NHS DSPT and NCSC CAF.</li> </ul> <p><b>Supply Chain and Technology Resilience</b></p> <ul style="list-style-type: none"> <li>• Supply Chain Monitoring: Increased scrutiny of suppliers, especially those providing core/critical systems, due to economic instability and product withdrawals.</li> <li>• Contingency Planning: Identification of alternative solutions when suppliers withdraw products.</li> </ul> <p><b>Business Continuity and Disaster Recovery</b></p> <ul style="list-style-type: none"> <li>• Service-Level Planning: Each service area is responsible for its own business continuity and disaster recovery plans.</li> </ul>			
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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	<p><b>Inadequate database systems in Regulatory Services</b></p> <p>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.</p>	<p>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:</p> <p><b>Operational Disruption:</b> Statutory functions such as inspections, licensing, and complaint investigations may be delayed or missed.</p> <p><b>Compliance Risk:</b> Failure to meet legal obligations could result in regulatory breaches and reputational damage.</p> <p><b>Data Integrity Issues:</b> Inaccurate or inaccessible data could compromise decision-making and service delivery.</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>20</p> <p>Risk Level</p> <p><b>RED</b></p>	<p><b>Data Recovery and Repair:</b></p> <ul style="list-style-type: none"> <li>Recover corrupted or lost data from backups or original sources.</li> <li>Repair damaged files using automated tools or manual methods.</li> </ul> <p><b>Data Validation and Reconciliation:</b></p> <ul style="list-style-type: none"> <li>Validate recovered data against system specifications.</li> <li>Reconcile validated data with existing records to resolve discrepancies.</li> </ul> <p><b>Quality Assurance and Testing:</b></p> <ul style="list-style-type: none"> <li>Test functionality, performance, and security of the new system.</li> <li>Ensure data meets required standards before full implementation.</li> </ul> <p><b>Project Planning and Monitoring:</b></p> <ul style="list-style-type: none"> <li>Careful planning of the data transfer process, including risk assessments.</li> <li>Continuous monitoring and troubleshooting using logs, alerts, and reports.</li> </ul> <p><b>Communication and Documentation:</b></p> <ul style="list-style-type: none"> <li>Clear documentation of procedures and regular updates to stakeholders.</li> <li>Use of feedback and lessons learned to improve future data transfers.</li> </ul>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p> <p>Risk Level</p> <p><b>RED</b></p>	<p>Director of Law and Governance: Julie Newman</p>	<p>Likelihood Score</p> <p>4</p> <p>Impact Score</p> <p>4</p> <p>Total Score</p> <p>16</p> <p>Risk Level</p> <p><b>RED</b></p>

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		<p><b>Financial Impact:</b> Inefficiencies may lead to increased costs and reduced fee income.</p> <p><b>Stakeholder Confidence:</b> Trust from customers, partners, and regulators may be eroded due to service failures or delays.</p>				
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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 June 2025
40	<p><b>Mainstream Education Sufficiency</b> 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.</p> <p>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 across the mainstream sector, and is also impacting on co-ordinated admissions (Year 6/7).</p> <p>Recent government changes announced in relation to VAT on private school fees could result in</p>	<p>The Secondary sector has already been expanded to meet birth rate pressure. 17/22 schools have been expanded to meet temporary and permanent increase.</p> <p>Primary and Secondary: Pupils are having to be allocated via the Fair Access Protocol over and above Pupil Admission Number putting pressure on already expanded and fuller schools.</p> <p>Less pupils are allocated a preference school impacting on the level of complaints, PR, and children not in school (school refusers, EHE).</p> <p>Use of DSG Growth funding to incentivise schools to grow due to</p>	<p>Likelihood Score</p> <p>5</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>15</p> <p>Risk Level <b>RED</b></p>	<p>Implemented and delivered further planned Primary and Secondary school expansion (temporary and permanent) through reutilising previous temporary growth and opening bulge classes across primary (11) and secondary (1).</p> <p>Use of capital funding to ensure schools can be supported to expand and have appropriate facilities to support additional pupil numbers.</p> <p>Updated Pupil Place Planning forecasting process to include levels of pupil growth – modelling the impact over the short and longer term.</p> <p>Communication, Information Sharing and Partnership approach to school expansion focussing on flexibility for schools to grow and shrink according to pupil demand.</p> <p>In the process of securing a site to open further secondary school provision from September 2027 via a free school presumption process.</p> <p>Ongoing discussions with primary and secondary colleagues in relation to future expansions, and close liaison with the DfE Sufficiency Team in relation to capacity</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p> <p>Risk Level <b>AMBER</b></p>	<p>Director of Children and Education Services: Sukriti Sen</p> <p>Strategic Lead – Education: Rachael Sugars</p>	<p>Likelihood Score</p> <p>3</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>9</p> <p>Risk Level <b>AMBER</b></p>

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	<p>pupil movement from the private sector to the state sector.</p>	<p>the lagged funding system for schools.</p> <p>Changes to DFE methodology to capital funding allocations (3-year model to a 2-year model) mean that resources to support further expansion (temporary and permanent) are limited.</p>		<p>for in-year and coordinated admissions including supported discussions with MATs where required.</p>			
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One Coventry Priority: Effective use of resources							
Service Area: Statutory Engineering Inspections							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score June 2025
42	<p><b>Statutory Engineering Inspections</b> – Compliance &amp; contract failures, limited resources to manage the statutory engineering inspection contract, combined with inconsistent accountability across Council to appoint a “Responsible Person” within each Service Area.</p> <p>This results in statutory engineering inspection reports (including safety-critical defect findings) not being properly actioned.</p> <p>Potential consequences include missed or overdue statutory inspections, undetected safety-critical defects, equipment failure, and failure to act on inspection findings. This may lead to serious injury or fatality, inadequate evidence and record-keeping, and increased legal and regulatory exposure.</p>	<p>Consequence / Impact:</p> <ol style="list-style-type: none"> <li>1. Potential Injury or fatality to equipment users or maintenance personnel.</li> <li>2. Equipment failure due to undetected defects</li> <li>3. Enforcement action by HSE (improvement or prohibition notices)</li> <li>4. Criminal prosecution and significant fines</li> <li>5. Civil claims for injury, damage, or loss</li> <li>6. Reputational damage and loss of public confidence</li> <li>7. Senior leadership accountability failures due to poor governance</li> <li>8. Service disruption and operational delays</li> </ol>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>A Corporate contract is in place for statutory engineering inspections.</p> <p>Periodic reports are issued by contractor identifying defects and advisory actions.</p> <p>Work is underway to identify a Responsible Person in each Service Area for statutory inspection compliance.</p> <p>Resource has been increased to support contract management and compliance oversight. This will involve implement a centralised tracking and reporting system for inspections, defects, and actions within the next 3 months.</p> <p>Introduction a formal escalation and governance process for overdue inspections or unaddressed defects.</p> <p>Delivery of targeted training for Responsible Persons on LOLER, PUWER, PSSR obligations.</p> <p>Communication between the contractor, Corporate Compliance team has been improved including monthly account review meetings.</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>Director of Finance and Resources: Barry Hastie</p> <p>Director of People: Susanna Chilton</p>	<p>N/A</p> <p><b>NEW</b></p>

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One Coventry Priority: Council's role 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 score June 2025
43	<p><b>Elections -</b> A loss of key staff or failure to comply with legislative requirements may result in a failure to deliver elections and increase the chance of an election petition being lodged, resulting in the need to rerun the election at significant cost and with severe reputational damage.</p>	<p>Consequence / Impact:</p> <ol style="list-style-type: none"> <li>1. Failure to deliver elections.</li> <li>2. Potential that an election petition could be lodged resulting in the need to rerun the election at significant cost and with severe reputational damage.</li> <li>3. Reputational damage and loss of public confidence</li> <li>4. Senior leadership accountability failures due to poor governance</li> </ol>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>5</p> <p>Total Score</p> <p>10</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>The Council has detailed project plans, which are monitored by a high-level Project Board, Chaired by the Director of Law and Governance.</p> <p>Service contingency plans are being reviewed. These include plans for the count venue, polling stations and IT.</p> <p>The Council has experienced and trained staff who understand rules and procedures. Current Vacancy – Deputy Manager role and training being arranged for the staff who are new to elections.</p> <p>The Council follows detailed guidance provided by the Electoral Commission.</p> <p>The Council senior leadership team has been gaining greater exposure and understanding of elections in order that there is greater resilience and the Council is less reliant on single individuals. Will need to review in view of some of the SLT changes.</p> <p>The Elections Service is receiving greater support from the wider Governance function to assist at the busiest times. For</p>	<p>Likelihood Score</p> <p>2</p> <p>Impact Score</p> <p>3</p> <p>Total Score</p> <p>6</p> <p>Risk Level</p> <p><b>AMBER</b></p>	<p>Director of Law and Governance: Julie Newman</p> <p>Manager Electoral Services: Liz Read</p>	<p>N/A</p> <p><b>NEW</b></p>

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				<p>example, when elections need to be organized at short notice.</p> <p>Elections staff database is being reviewed to ensure that up to date information is contained and new people added to ensure that there are sufficient casual staff to run elections</p>			
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