



Corporate Risk Register September 2026

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Corporate Risk Register – September 2026

Date last reviewed by Audit and Procurement Committee – March 2026

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 March 2026
1	There is a risk that the Council will not be able to achieve its priorities whilst at the same time balancing its budget. The financial outturn position for 2025/26 resulted in a £3.2m underspend. There are still recognised pressures across many areas of the budget, including increased demand, and complexity in Adults and Children's Social Care, as well as the legacy impact of inflationary pressures across many areas of the budget. 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	The 3-year settlement enables a much better medium-term view of the Council's finances, although indicative allocations will allow councils to plan more effectively, the Government will reserve the right to review allocations each year. 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 costs and emerging pressures. In addition, the council continues to be faced with ongoing demand for	Likelihood Score 4 Impact Score 5 Total Score 20 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, as well as performance in areas that received additional investment with the 2026-27 budget setting report. 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 manage its resources and ensure focus remains on key strategic priorities. The Government has implemented their Fair Funding system for Local Authority Funding during this year. The needs-based formula now recognises the level	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level AMBER	Director of Finance and Resources: Barry Hastie	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level AMBER

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	circumstances there are inherent risks that new resources are not used effectively to deliver corporate objectives, and that on-going spending and income is not controlled to delegated budgets.	support from citizens 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. The council needs to meet the complex needs of vulnerable people, address inequalities, and work towards climate change commitments.		of funding required to support Coventry, although, due to the transitional nature of the new funding assessment, the full effect of this will 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 after the current budgeting cycle and the opportunity to build a medium-term financial plan for the city focusing on key strategic priorities. 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.			
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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 2026
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, <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 its One Coventry priorities. Increasingly ICT & Digital supply chains present a risk. Several 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	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	Likelihood Score 4 Impact Score 3 Total Score 12 Risk Level AMBER	Director of Digital Services: Paul Ward	Likelihood Score 4 Impact Score 3 Total Score 12 Risk Level AMBER

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	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.	notice periods are short and alternative solutions are not readily available, potentially delaying critical service delivery and increasing operational strain.		where supplier performance is impacted 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 2026
6	Supporting people who require support from Adult Social Care. There is growing demand for care and support from an ageing 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	Increased Risk to Vulnerable Adults and Statutory Non-Compliance 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.	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 Oversight: 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 added support packages to	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level AMBER	Director of Care, Health and Housing: Pete Fahy Assistant Director for Social Care and Support: Kirstin Clarke	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level AMBER

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	health due to the Council's capacity to respond in a timely manner to this demand			manage demand effectively. Increased consideration of and use of Technology Enabled Care. • Partnership working: Reviewing and establishing clear protocols with ICB colleagues for cases involving jointly funded CHC/S117 arrangements. • Market Management: Clear processes for fee setting and fee agreements with the market, led by Commissioning.			
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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 2026
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 children and young people suffering significant harm or death. Children will suffer worse physical and emotional health and wellbeing, leaving them less able to lead happy and fulfilling lives. Potential for complaints and litigation. Children's circumstances and outcomes will not improve, they will not reach their potential and be less able to be independent in adult life. The reputation of the Council and its statutory partners is reduced because they have failed to safeguard or protect.	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 3 Impact Score 5 Total Score 15 Risk Level RED	Director of Children and Education Services: Sukriti Sen Chris Heeley Matt Clayton Angela Whitrick	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level RED

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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: Children and Education Services							
No	Risk description	Impact	Inherent risk score	Measures to mitigate risk	Residual risk score	Risk owner	Previous score March 2026
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.	Quality education is key to raising attainment and reducing inequalities and gaps in achievement for vulnerable pupils. An increase in the number of young people not in education, employment, and training. Greater deprivation as young people are unable to sustain a livelihood in the future. Inequalities will not reduce in line with the Council's One Coventry priorities.	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level RED	A joined up One Coventry approach (including locality prototypes) to enable families to access support as early as possible. Best Start in Life, Family First Partnership, and SEND Reform bring investment and will be closely aligned to support Education inequalities. 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. Management of supply and demand of school places across Coventry to fulfil the local authority's statutory duty in providing sufficient school places. Effective operation of the Fair Access Protocol to ensure that the Council can continue to allocate school places for unplaced children and young people. Management of education capital investment in school buildings. This includes the delivery of the One Strategic Plan, including Secondary and Specialist place expansion. Life-pathway approach including	Likelihood Score 2 Impact Score 3 Total Score 6 Risk Level AMBER	Director of Children and Education Services Sukriti Sen Rachael Sugars	Likelihood Score 2 Impact Score 3 Total Score 6 Risk Level AMBER

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				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.			
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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 2026
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, are 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. The quality of external provision is lower than within City publicly funded schools and children achieve poorer outcomes.	Impact on the wellbeing and outcomes for children with special education needs in their childhood and on life chances into adulthood. 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	Likelihood Score 5 Impact Score 4 Total Score 20 Risk Level RED	Implementation of the SEND Reform Plan to deliver on the reforms in the education white paper including additional resource to support mainstream schools to become more inclusive. Further specialist school placements will be commissioned locally where required, Woodfield and Baginton Special Schools. 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. Now called Inclusion Bases (SEND Reform). 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. The SEND Reforms will build on this and provide resource and capacity to deliver support to schools to increase inclusivity.	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level RED	Director of Children and Education Services Sukriti Sen Racheal Sugars Jeannette Essex	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level RED

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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 2026
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. Prioritising 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. Collaborative and Community-Based Approaches: Working with the Integrated Care System and voluntary/community	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level RED	Director of Public Health and Wellbeing: Allison Duggal	Likelihood Score 3 Impact Score 5 Total Score 15 Risk Level RED

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				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 2026
32	A workforce that is healthy and safe If the Council does not actively manage health and safety while 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: Susanna Chilton	Likelihood Score 3 Impact Score 4 Total Score 12 Risk Level AMBER

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				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 2026
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: Susanna Chilton	Likelihood Score 4 Impact Score 5 Total Score 20 Risk Level RED

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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 2026
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. <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.	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 in litigation, regulatory fines, and reputational damage. The fallout would also	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. 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	Likelihood Score 5 Impact Score 4 Total Score 20 Risk Level RED	Director of Digital Services: Paul Ward	Likelihood Score 5 Impact Score 3 Total Score 15 Risk Level RED

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		place a significant burden on staff and leadership, diverting time and resources away from core priorities to manage the consequences and restore operations.		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.			
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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 2026
37	Inadequate database systems in Regulatory Services If, following a data transfer to new products and packages, the Council has inadequate database systems (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 (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. - Develop a solution that will address the data quality problems by overwriting the existing data with clean data. 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.	Likelihood Score 4 Impact Score 4 Total Score 16 Risk Level RED	Director of Law and Governance and Safer Communities: Julie Newman	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.		Communication and Documentation: • Clear documentation of procedures and regular updates to stakeholders. Use of feedback and lessons learned to improve future data transfers.			
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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 2026
40	Mainstream Education Sufficiency 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, particularly impacting on co-ordinated admissions (Year 6/7). Government changes announced in relation to VAT on private school fees may result in pupil movement from the private sector to the state sector.	The Secondary sector has already been expanded to meet birth rate pressure. 18 of 22 schools have been expanded to meet temporary and permanent increases. Use of DSG Growth funding to incentivise schools to grow due to the lagged funding system for schools. The Council has been allocated a significant basic need capital grant allocation to support the growth of school places.	Likelihood Score 5 Impact Score 3 Total Score 15 Risk Level RED	Implemented and delivered further planned Primary and Secondary school expansion (temporary and permanent) through reutilising previous temporary growth and opening bulge classes across primary. Use of capital funding to ensure schools can be supported to expand and have appropriate facilities to support additional pupil numbers. Updated Pupil Place Planning forecasting process to include levels of pupil growth – modelling the impact over the short and longer term and regularly reviewing. Communication, Information Sharing and Partnership approach to school expansion focusing on flexibility for schools to grow and shrink according to pupil demand. 3 further secondary expansions planned to ensure additional places required can be added by September 2027.	Likelihood Score 3 Impact Score 3 Total Score 9 Risk Level AMBER	Director of Children and Education Services: Sukriti Sen Strategic Lead – Education: Rachael Sugars	Likelihood Score 3 Impact Score 3 Total Score 9 Risk Level AMBER

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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 March 2026
42	Statutory Engineering Inspections – Compliance & contract failures, limited resources to manage the statutory engineering inspection contract, combined with inconsistent accountability across the Council to appoint a “Responsible Person” within each Service Area. This results in statutory engineering inspection reports (including safety-critical defect findings) not being properly actioned. 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.	Consequences / Impact: 1. Potential Injury or fatality to equipment users or maintenance personnel. 2. Equipment failure due to undetected defects 3. Enforcement action by HSE (improvement or prohibition notices) 4. Criminal prosecution and significant fines 5. Civil claims for injury, damage, or loss 6. Reputational damage and loss of public confidence 7. Weaknesses in senior leadership accountability due to poor governance. 8. Service disruption and operational delays	Likelihood Score 2 Impact Score 5 Total Score 10 Risk Level AMBER	A corporate contract is in place for statutory engineering inspections, supported by dedicated compliance and contract management oversight, who coordinate inspection delivery, contractor performance, defect management, and compliance escalation. Inspection reports, safety-critical defects, and remedial actions are reviewed, communicated, and monitored through to resolution. Responsible Person and site contact records are routinely verified to support accountability and statutory compliance across service areas. Additional resources have strengthened contract management, supported by the development of a compliance tracker and evidence repository. Formal escalation arrangements are in place for overdue inspections, defects, and outstanding compliance actions. A programme of periodic compliance bulletins, guidance notes and awareness communications is being developed to reinforce Responsible Person responsibilities and statutory obligations under LOLER, PUWER and PSSR, particularly during periods	Likelihood Score 2 Impact Score 5 Total Score 10 Risk Level AMBER	Director of Finance and Resources: Barry Hastie Director of People: Susanna Chilton	Likelihood Score 2 Impact Score 5 Total Score 10 Risk Level AMBER

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				of organisational change. Contractor performance is monitored through regular operational engagement, monthly review meetings, and compliance reporting. Procurement of a new inspection contract is underway, incorporating enhanced compliance, performance management, and contractor accountability.			
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