

**City of Wolverhampton Council – Strategic Risk Register**

Risks reviewed by risk owners as reported to Audit & Risk committee on 25 July 2022

Risk Ref	Risk title and description	Our City Our Plan	Previous Risk Score	Current Risk and Target Score	Direction of Travel	Update position and further actions to take to mitigate risks	Sources of Assurance	Updated
1	<p><b>Businesses Closing</b> Loss of businesses within the City, potentially impacting on regeneration and the achievement of the Council Plan.</p> <p><b>Risk Owner: Richard Lawrence</b> <b>Cabinet Member: Cllr S Simkins</b></p>	Thriving economy in all parts of the city	8 Amber	8 Amber Target 4 Amber	↔	<p>Across all sectors reports are coming in about difficulties to recruit staff. This is impacting on services and production in the local economy. The cost of inflation fuel prices and the impact on the war in Ukraine are also creating challenges for business around affordability and managing global supply chains, construction and food businesses have been particularly affected by the challenges in the supply chain.</p> <p>All covid support grants closed on 31 March 2022 and the Council has now returned to delivery of existing programmes of support, the main one being AIM for GOLD. This is an EU funded programme and comes with criteria around the sector and type of business who can be supported.</p> <p>The team is 70% funded by EU money which is going to come to a close on 31 March 2023. The UK Shared Prosperity Fund (UKSPF) doesn't offer the same level of funding. Currently a review and plan for future of business support including the role of the Council is being prepared.</p> <p>With the announcement of Levelling Up and the focus towards Business Support the Council is taking steps to have a clear proposition for the City to be included in regional asks through the West Midlands Combined Authority. This takes in to account the work Metro Dynamics has helped inform the council on key focus areas and provided a framework for taking forward the immediate and longer-term business support model for the council and the city</p> <p><b>Further actions to take to mitigate risk</b> The Council is continuing to support local businesses to adapt and invest in new ways of working and strengthen areas which the pandemic has highlighted as weakness in their business through existing programmes and with partners including the Chamber of Commerce. The Council is also funding IGNITE, a new business and enterprise hub to support small businesses in the city.</p> <p>Working with key partners such as WMCA, and other business support delivery partners to ensure Wolverhampton businesses can access relevant support.</p>	<p>Regeneration have commissioned an external consultancy group (Metro Dynamics) to review the City's strategic priorities, the economic/ business context and current business support offer and develop an approach to business support that will help deliver the City's ambitions for future success. This work is to be captured in the City's investment plan for Levelling up and Shared Prosperity funds</p> <p>Internal audit review planned for 2022-2023 of the IGNITE business and enterprise hub.</p>	
2	<p><b>Safeguarding Children</b> Failure to safeguard the City's most vulnerable children.</p> <p><b>Risk Owner: Emma Bennett</b> <b>Cabinet Member: Cllr B Momenabadi</b></p>	Strong families where children grow up well and achieve their potential	8 Amber	8 Amber Target 8 Amber (being met)	↔	<p>Referral rates have consistently been higher than 2019-2020 since June 2021. This has resulted in higher numbers of children in Assessment.</p> <p>There has been an increase in social work turnover, although the annual turnover rate remains below national levels. Additionally, in line with the national and regional position there is a shortage of suitable agency social workers to back fill temporary vacancies we have created by secondment opportunities, and maternity leave. This does mean that we have seen an increase in caseloads for social workers, particularly in the Disabled Children and Young People's team and in the Strengthening Families Service. As we successfully recruit to permanent posts and secondments come to an end, we are starting to see social workers returning to working with an appropriate level of children</p> <p>A newly established peripatetic team of nine permanent social workers are being deployed into teams where there are uncovered vacancies. Recruitment to these posts is underway. Social workers across Children's social care have been supporting the work of the teams most affected to ensure caseloads across all services are manageable.</p> <p>MASH24 was launched on 14 June 2021, these arrangements support greater consistency of practice and response during the daytime, evening and at weekends. A 12-month review of the new arrangements is currently taking place.</p> <p>The Executive Team are briefed every 6 months to offer reassurance regarding safeguarding of the children in the city.</p> <p><b>Further actions to take to mitigate risk</b> Actions are being taken to try to attract experienced agency workers locally and regionally to cover short term vacancies whilst we also recruit to vacant permanent posts. Actions to support this include:</p> <ul style="list-style-type: none"> <li>The regional memorandum of understanding regarding the use of agency workers within the West Midlands has been updated</li> <li>Recruitment is ongoing to recruit permanent social workers, both newly qualified and experienced social workers. Recruitment processes have been adapted to speed up start dates for new employees.</li> <li>Rebranding of recruitment material is underway</li> <li>A review of progression opportunities for experienced social workers is taking place</li> </ul>	<p>Internal Quality Assurance report, alongside regular analysis of performance information offers Senior Leadership Team reassurance regarding practice.</p> <p>Quality assurance and performance information is shared with SEB, Cabinet Member and the Leader regularly, together with Ofsted on a quarterly basis,</p> <p>Monthly data continues to be submitted to the DfE and is being closely monitored.</p> <p>Although referral rates are higher, overall, they appear to remain in line with the England/West Midland average.</p> <p>Feedback from a deep dive undertaken in Wolverhampton by members of the National Independent Care Review team was positive and offered further reassurances about practice with children and families.</p> <p>Senior leaders have regular oversight of caseloads and have responded by ensuring social work resource and capacity is utilised across the service</p> <p>Positive outcome of Ofsted Inspection of Children's Services,(21 March - 1 April 2022) with services rated overall as Good offering external reassurance that children and families are supported and safeguarded well in Wolverhampton.</p> <p>Assurance provided to Wolverhampton Safeguarding Together Partnership through a number of mechanisms including scrutiny of practice through priority groups and specific activity such as the COVID response group and Multi-agency casefile audits. Reviews of the impact of learning from Children's Safeguarding Practice Reviews is also assured through the One Panel.</p>	
3	<p><b>Safeguarding Adults</b> Failure to safeguard the City's most vulnerable adults.</p> <p><b>Risk Owner: Becky Wilkinson</b> <b>Cabinet Member: Cllr L Leech</b></p>	Fulfilled lives for all with quality care for those that need it	12 Amber	12 Amber Target 8 Amber	↔	<p>All statutory assessments and safeguarding enquiries are undertaken and more face to face visits are taking place. Service providers and inhouse provision continue to reopen services safely. An increase in contacts to MASH and Adult Social Care has been experienced.</p> <p>Covid related safeguarding risks have reduced, current risks are related to resources through sickness and vacancies which is being picked up through the Adult Service redesign.</p>	<p>Additional short-term measures including increasing staff in the MASH are in place to manage the caseloads coming directly into the service.</p> <p>Assurance provided to Wolverhampton Safeguarding Together Partnership through a number of mechanisms including scrutiny of</p>	

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						<p><b>Further actions to take to mitigate risk</b> The long-term plan to manage the increase in demand is being planned through the adult service redesign.</p>	practice through priority groups and specific activity such as the Covid response group and Multi-agency casefile audits. Reviews of the impact of learning from Serious Adult Reviews is also assured through the One Panel.	
4	<p><b>Reputation / Loss of Public Trust</b> There is a risk that the Council loses public trust and confidence by:</p> <ul style="list-style-type: none"> <li>• failing to respond to the needs of local people, especially those most vulnerable</li> <li>• failure to inform the public about delivery of key City priorities.</li> </ul> <p><b>Risk Owner: Ian Fegan</b> <b>Cabinet Member: Cllr I Brookfield</b></p>	Our Council	12 Amber	12 Amber Target 10 Amber	↔	<p>As the City continues its recovery from the pandemic, new challenges have emerged such as the national cost of living crisis. The Council is also delivering a number of key City priorities including delivering opportunities for young people, regeneration and investment projects, a high-quality events programme and tackling health inequalities.</p> <p>Strategic Executive Board (SEB) and Council Cabinet are aware of the issues and challenges facing local people and developed Our City: Our Plan – the new Council plan, which launched in May 2022 and provides a framework on how we will deliver our objectives to ensure Wulfrunians live longer, healthier lives.</p> <p>The plan aims to demonstrate that we are dealing with the things that matter to local residents and businesses. Proactive and sustained communication with residents, businesses and key stakeholders will inform and engage with the aim of demonstrating that we are dealing with the things that matter, thereby building trust and confidence in, as well as support for the Council's work.</p> <p><b>Further actions to take to mitigate risk</b> Comprehensive targeted and regular communications with residents and other key stakeholders on all council priorities will play a key role supporting specific plan and priority objectives.</p>	<p>National youth employment figures</p> <p>Supportive data provided by Insight and Performance</p>	
5	<p><b>Social Care Providers Adults</b> There is a risk that we may lose service providers and not be able to maintain adequate service provision.</p> <p><b>Risk Owner: Becky Wilkinson</b> <b>Cabinet Member: Cllr L Leech</b></p>	Fulfilled lives for all with quality care for those that need it	16 Red	12 Amber Target 8 Amber	↓	<p>Levels of sickness has reduced, and closures/outbreaks have reduced. Spot purchasing is still in place to mitigate pressures on the framework.</p> <p>Risks to sustainability are being mitigated with:</p> <ul style="list-style-type: none"> <li>• Robust outbreak management processes</li> <li>• High percentage of staff and residents are now vaccinated</li> <li>• Use of the daily provider survey to alert to trigger contact and support if providers report they are having issues remains in place through the Capacity Tracker</li> </ul> <p>Risk is amber due to resource and cost of living pressures. Provider support has been stood down following consultation with providers. National Level 4 emergency stood down.</p>	<p>Daily capacity tracker provides daily information on outbreaks, sickness levels and staff turnover – this provides the necessary data for commissioning to act to support outbreaks or protect residents.</p> <p>Regular updates to SEB/Cabinet Member are provided with respect to home care.</p>	
68	<p><b>Employee Wellbeing</b> There is a potential impact on the health and wellbeing of the Council's staff due to unprecedented levels of service demand and changes to working practices.</p> <p><b>Risk Owner: Laura Phillips</b> <b>Cabinet Member: Cllr P Brookfield</b></p>	Our Council	12 Amber	12 Amber Target 8 Amber	↔	<p>Employee well-being continues to be a Council priority, a number of initiatives have been embedded for employees which include (but are not limited to) the Council's Our People Portal, access to mental health first aiders, access to face to face well-being checks and work-outs led by WV-Active, the introduction of Council wide wellbeing leads and the creation of wellbeing pledges. Further directed work has been undertaken to promote financial wellbeing support to support employees with the cost of living rises.</p> <p><b>Further actions to take to mitigate risk</b> Organisational Development (OD) are continuing to work with Human Resources and Health and Safety to monitor, analyse and proactively respond to sickness absence data (both Covid and non-Covid) to ensure appropriate support is provided for employee health and wellbeing. We continue to monitor the health and wellbeing of our employees and the effectiveness of Our People support offer. Targeted work is continuing with our frontline workers and there has been increased engagement initiatives and communications regarding health and wellbeing across the organisation. The OD team will be creating more opportunity to meet with employees face to face to ensure they are getting information on Wellbeing and understand where to access all the support that is available to them.</p>	<ul style="list-style-type: none"> <li>• Operational Health &amp; Wellbeing Group</li> <li>• Our People Board</li> <li>• Employee Surveys</li> <li>• Professional Conversations which include discussions around well-being</li> <li>• SafeSpace Reporting Line</li> <li>• Mental Health Support App for employees (My Possible Self)</li> <li>• OD Wellbeing roadshows out to sites across the City.</li> </ul>	
7	<p><b>Education Provision</b> There is a risk to the consistent provision of education to all children and young people in Wolverhampton due to Covid-19 outbreaks in schools, children and young people not regularly being in school and parents' confidence that children are safe in schools due to the pandemic</p> <p><b>Risk Owner: Emma Bennett</b> <b>Cabinet Member: Cllr C Burden</b></p>	Strong families where children grow up well and achieve their full potential	8 Amber	8 Amber Target 4 Amber	↔	<p>School attendance continues to be a concern. There are higher numbers of children and young people with persistent absenteeism than pre-pandemic and school attendance overall disappointingly low, particularly in the secondary sector.</p> <p>Formal examinations and assessment tests have recommenced in schools (the first since 2019) and there are concerns that the performance and outcomes may be negatively impacted as a result of the lockdowns as well as the absence of staff and students affected by Covid.</p> <p>Increasing numbers of referrals are being made through the Special Needs Early Years' Service and for Education Health and Care Plan assessments following the lockdown periods.</p> <p>Electively home education numbers have increased throughout the pandemic and continue to rise (although at a slower rate).</p> <p><b>Further actions to take to mitigate risk</b> The Inclusion service has undertaken an analysis of school attendance across the city and work is ongoing with targeted schools to increase the focus on attendance. Statutory powers have been reinstated to ensure parents and carers understand their responsibilities in respect of ensuring their children access learning. Proactive engagement between parents and the local authority is ongoing. Extensive support is also being made available by the Education Psychology Service to address emotional and mental health and well-being issues that are emerging for pupils and school staff. This is being well-received by schools with take-up at a high level. A graduated response toolkit to support children in schools with Special Educational Needs (who are not at the level of need to require an Education Health and Care Plan) is in development and will be launched in September 2022.</p>	<p>Regular updates to Lead Member and SEB on attainment of pupils in schools although data from this year's formal assessments will not be available until end of Autumn term 2022.</p> <p>Each school has had School Improvement Advisor support, guidance and challenge to mitigate the impact of Covid on outcomes.</p> <p>As more young people are vaccinated the numbers contracting the virus are reducing slowly but steadily.</p>	

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						The National Tutoring Programme is being promoted in schools to support students whose progress has been negatively impacted by the pandemic.		
8	<p><b>City Wide Regeneration</b></p> <p>There is a potential impact on the City if the Council do not take effective action to regenerate and repurpose. In addition, there are risks to ongoing Council managed and operated capital projects and programmes in terms of costs, timings and ensuring that original business cases continue to align with the Council's strategic aims.</p> <p><b>Risk Owner: Richard Lawrence</b> <b>Cabinet Member: Cllr S Simkins</b></p>	<p>Thriving economy in all parts of the city</p> <p>Good homes in well connected neighbourhoods</p>	12 Amber	12 Amber Target 8 Amber	↔	<p>With regards to the Council's major capital projects work is underway at pace to ensure we secure Levelling Up funding for rounds 2 and 3, with the original submission date being 6 July (this has now been delayed due to technical issues). We continue to deliver funded programmes for Towns Fund and Future High Streets Fund.</p> <p>An interim Transformation Programme Management Office (TPMO) function has been set up to deliver Towns Fund and further work is being carried out to address constituent project delivery and development for a wider Levelling Up agenda for the City in delivering regeneration and infrastructure objectives.</p> <p><b>Further actions to take to mitigate risk</b></p> <p>Local Enterprise Partnership support will be in place within the next 3 – 6 months to take over the programme role to mitigate any additional risk and to co-develop and implement projects across all funding sources and service areas. The TPMO function will support and complement existing activities and resources to ensure successful project delivery and implementation.</p> <p>The Council is pro-actively working with partners and stakeholders to mitigate risk and continue operations in accordance with Government guidelines.</p> <p>Inflation is at the highest it has been for four decades and there is considerable uncertainty and risk of inflationary pressures across the capital programme, increases in the cost of materials are already being realised. Project contingency budgets are viewed in light of these pressures in order to build in and mitigate against such cost increases, however these are unprecedented market conditions, and the ongoing risk should be noted.</p>	<p>Internal audit review of Westside Leisure now complete, and the advisory actions are being undertaken.</p> <p>Internal audit review planned for 2022-2023 regarding the new TPMO.</p>	
9	<p><b>High Unemployment (previously Rising Unemployment)</b></p> <p>There is a risk that high levels of unemployment caused by historic trends and more recently the impact of Covid will persist and the gap between Wolverhampton and other areas will continue to grow without focused action.</p> <p><b>Risk Owner: Richard Lawrence</b> <b>Cabinet Member: Cllr S Simkins</b></p>	<p>Thriving Economy in all parts of the city</p> <p>More local people into good jobs and training</p>	16 Red	16 Red Target 15 Red	↔	<p>Young people (18 – 24) and the over 50s have been particularly affected. With the 18-24 group, at the point of last report, Wolverhampton's unemployment claimant count had dropped one place to the second highest in England, and another monthly decrease in claimants. Whilst this month-on-month decrease is good to see, the gap to regional and national figures persists. For the over 50 group, latest data shows Wolverhampton in 14<sup>th</sup> position overall against the same measure of unemployment with no change in rate from the previous month.</p> <p><b>Further actions to take to mitigate risk</b></p> <p>The Council £3m Wolves at Work 18-24 Programme is underway, with a number of initiatives, including the City Ideas Fund, which has awarded over £212,000 to local organisations to implement a wide range of activities, to help young people access the world of work. The Youth Summits continue to take place across the city, bringing young people together with employers and training providers to understand the barriers facing the young people, and to find ways to collectively work together to create opportunities. Vacancies are being promoted to a wider audience via Wolves Workbox and its regular newsletters, whereby job seekers are able to apply for jobs directly</p> <p>Wolves at Work continues to offer its employment support service for job seekers of all ages. Regular "Let's Talk Jobs" sessions are held, focusing on either vacancies in a particular sector or for specific employer, to which all those organisations who advise job seekers are invited, to hear about the opportunities in detail.</p> <p>Employment Workshops taking place with OD on a monthly basis in conjunction with BCI and Wolves at Work – targeting those applying for Grade 5 posts within the council (or below).</p> <p>Drop-in information/screening session in operation to support Strategic Employers and other large scale vacancies – these operate weekly/bi-weekly dependant on employer need.</p> <p>Black Country Impact continues to deliver support to those aged 16-29 across Wolverhampton, and will continue to do so until the funding ends in mid-2023. Currently there is £1.31m available to support this age group, with a heavy focus on upskilling the workforce via vocational and L3 upwards qualifications in order to provide sustainability.</p> <p>The Restart Scheme was rolled out in June 2021, and referrals to programme will continue until June 2024 at the earliest. Currently the council has £1.64m (talks pending around an increased market share) in funding to support residents.</p> <p>Increased collaborative working between all employability contracts and Yoo Recruit / the Council in order to meet the recruitment needs of the Council with local unemployed residents on the programme. Intrinsicly linked to the One Council approach to tackle Youth Unemployment, and the individual pledges made by various departments.</p>	<p>The Insights team provide detailed monthly analysis of the unemployment data in the City and have provided comprehensive analysis of the historical picture and present trends – which show a general improvement from pandemic peaks. This data monitoring work is now firmly embedded into the ongoing Wolves at Work 18-24 Programme arrangements.</p> <p>Ongoing Covid impact on employment in the City is now monitored and reported regularly as part of this work. The team have been assessing the data alongside labour market information for any signs that the end of furlough arrangements might be having a impact on overall employment statistics, but have not found any evidence so far to suggest this is happening on a scale that would negatively impact the overall figures.</p> <p>The Wolves at Work 18-24 Programme has now been established and there is a pipeline of planned activity with a focus on partnership collaboration and actively engaging with those directly impacted.</p> <p>A scoping session has been held to discuss how all key City partners can be well engaged in the development of effective interventions.</p> <p>Internal audit review planned for 2022-2023 of the Wolves at Work 18-24 Programme (Youth Employment Scheme).</p> <p>As of July 2022 2,526 Wolverhampton residents have started on the Restart Scheme, with 597 (24%) entering sustainable employment. Of these 597, 109 (18%) have been supported directly by the Council, despite only receiving 8% of all referrals to programme</p> <p>Conversations pending about possible increase in market share of Restart Scheme for the Council, which will lead to increased staffing levels and funds to support Wolverhampton residents of all ages into sustainable employment</p> <p>Activity to date has seen 749 BCI participants offered employment, with a view to this increasing to approx. 1,200 minimum in the next 11 months (remainder of contract).</p>	
10	<p><b>Information Governance</b></p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure the handling and protection of its data is undertaken in a secure manner and consistent with relevant legislation then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p><b>Risk Owner: David Pattison</b></p>	Our Council	6 Amber	6 Amber Target 4 Green	↔	<p>Five newly approved level-1 IG policies were being rolled out to employees during May 22. A review of the internal procedures and guidance documents (level 2) that underpin the new polices continues, with rollout being incremental between now and September 2022. Mandatory training levels (level 1) continue to be monitored through quarterly leadership team updates; a refresh and reset of IG priorities within each leadership area has commenced to maintain compliance at service level. Meetings between the Caldicott Guardian (CG) and the Data Protection Officer (DPO) have recommenced and are scheduled quarterly to provide an update on performance in key areas such as information requests, breaches and training for teams falling under the Caldicott function and to discuss any potential or current risks identified within Caldicott linked projects so that they are flagged to the CG and mitigating actions agreed. Key corporate projects continue to be supported to ensure IG compliance and to ensure privacy by design is initiated in a timely manner. Collaborative working between IG and Digital and IT continues to maintain technical and cyber compliance and to mitigate associated risks; collaborative work has commenced between IG and Data &amp; Analytics with monthly meetings scheduled. Information incidents reported during the period have been contained,</p>	<p>E-learning take up and ongoing training development</p> <p>Privacy by design – DPIA, IG Impact Assessments</p> <p>Quarterly updates and regular touch points with Leadership teams</p> <p>Robust breach management procedures in place with assessment and monitoring at service level (leadership feedback)</p> <p>SEB/IG Board and Caldicott function to continue to monitor, challenge, support and champion IG compliance initiatives</p>	

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	<b>Cabinet Member: Cllr P Brookfield</b>					<p>investigated with mitigating actions put in place locally with relevant teams. An additional temporary resource has been successfully recruited and will support the IG team for a 12-month period in terms of the delivery of statutory functions and work programme activities.</p> <p><b>Further actions to take to mitigate risk</b></p> <ul style="list-style-type: none"> <li>Continue to progress the review and creation of level two procedures and guidance to support level one policies</li> <li>Progress the development and rollout of Level 2 and level 3 training for specialist roles</li> <li>Progress the collaboration with Audit Services to support the DPO reporting function and ongoing corporate compliance assurance.</li> </ul>		
11	<p><b>Medium Term Financial Strategy</b></p> <p>If the Council does not manage the risks associated with the successful delivery of its in year budget and medium term financial strategy then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Specific risks include the impact of Covid-19, rising inflation, demand pressures and the effective management of the key MTFS programmes.</p> <p><b>Risk Owner: Claire Nye</b> <b>Cabinet Member: Cllr Obaida Ahmed</b></p>	Our Council	20 Red	20 Red Target 12 Amber	↔	<p>On 16 December 2021, the Government announced the Provisional Local Government Finance Settlement for 2022-2023. The announcement was for one year only.</p> <p>The 2022-2023 Budget and Medium Term Financial Strategy 2022-2023 to 2025-2026 report (Cabinet 23 February and Council 2 March) presents a balanced budget for 2022-2023 without the use of general reserves.</p> <p>The report notes that the Council is now faced with finding further projected budget reductions estimated at £12.6 million in 2023-2024, rising to £25.8 million over the medium-term period to 2025-2026. Work to develop budget reduction and income generation proposals for 2023-2024 onwards in line with the Five-Year Financial Strategy will continue, with an update on progress to be reported to Cabinet in July 2022.</p> <p>The level of uncertainty over future funding levels continues to be a significant risk. A prudent approach has been taken to forecasting resources over the MTFS period and all assumptions are detailed in the report.</p> <p>On 28 June 2022 the Secretary of State announced that there will be a 2 year settlement and that a consultation will be launched shortly.</p> <p><b>Further actions to take to mitigate risk</b></p> <p>The assumptions underpinning the MTFS will continue to be reviewed throughout 2022-2023 and updates will be reported to Cabinet, with the next update to Cabinet on 27 July 2022.</p> <p>External advice will be sought where appropriate to support financial modelling as an when further information is available on a 2-year settlement and or fair funding review.</p> <p>Regular monitoring of the delivery of MTFS programmes is undertaken and reported to Strategic Executive Board.</p>	<p>Regular budget monitoring at all levels.</p> <p>A local more detailed risk register is maintained within Finance.</p> <p>External Audit Annual Report</p>	
70	<p><b>Cyber Security</b></p> <p>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.</p> <p><b>Risk Owner: Charlotte Johns</b> <b>Cabinet Member: Cllr O Ahmed</b></p>	Our Council / Driven by Digital	6 Amber	9 Amber Target 6 Amber	↑	<p>Nationally there has been an increase in cyber security threats to local government, with high profile cyber incidents impacting on some local authorities. Cyber security at CWC is externally verified through both PSN accreditation and Cyber Essentials Plus accreditation.</p> <p>Digital and IT continue to deploy security enhancements across the infrastructure to further improve security, key activity undertaken includes:</p> <ul style="list-style-type: none"> <li>Implementation of multi factor authentication</li> <li>Conditional policies which prevent access to the Council's network on personal devices unless it is via the internet.</li> <li>Amending the Council's password policy to move to passphrases.</li> <li>Implementation of Windows Defender Advance threat protection, user risk detection and mitigation.</li> <li>Training and development</li> <li>Working with the LGA on a £10,000 grant to further invest in cyber security enhancements</li> </ul> <p><b>Further actions to take to mitigate risk</b></p> <p>There is a continued work programme to address cyber threats and a further update will come forward to a future Audit and Risk Committee.</p>	<p>The Council has achieved external accreditation of its cyber security, through achievement of Cyber Essentials Plus and PSN compliance.</p> <p>Internal Audit review of Cyber Security and Disaster Recovery planned for this year.</p> <p>Quarterly updates provided to SEB.</p>	
13	<p><b>Civic Halls</b></p> <p>There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the revised Civic Halls refurbishment programme is not effectively managed in terms of project timings, costs, and scope.</p> <p><b>Risk Owner: Richard Lawrence</b> <b>Cabinet Member: Cllr S Simkins</b></p>	Thriving economy in all parts of the city	12 Amber	12 Amber Target 8 Amber	↔	<p>In conjunction with the professional project team the ongoing scrutiny and monitoring of the project continues at pace. In preparation for AEG's opening and the recommencement of commercial events (subject to Covid restrictions and national guidance), the Council continues its collaborative working relationship with AEG.</p> <p>This world class operator is bringing forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile. The public realm works are progressing well and are on schedule to complete in time for the opening of the building.</p> <p><b>Further actions to take to mitigate risk</b></p> <p>Monthly Civic Halls Restoration Boards take place in order to ensure assurance on the project. This is supported by bi-weekly operational group meetings, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with weekly project updates.</p>	<p>Project Assurance Group</p> <p>Civic Halls Restoration Board</p> <p>AEG Contract</p> <p>Specialist external advice – project and risk management</p> <p>Internal Audit representation on Civic Hall's Operational Group</p>	
14	<p><b>Climate Change</b></p> <p>Failure to achieve the Council's commitments in relation to Climate Change, including the pledge to make</p>	Climate conscious	6 Amber	6 Amber Target 3 Green	↔	<p>The Council's Climate Change Action Plan was approved by Cabinet in July 2021. The action plan clearly sets out all activity needed to meet the Council's net zero ambitions by 2028 as well as setting out the framework for the 2041 target for the whole City.</p>	<p>Governance and action plan monitoring arrangements being established.</p> <p>Quarterly update to SEB and Member reference panel.</p>	

Risk Ref	Risk title and description	Our City Our Plan	Previous Risk Score	Current Risk and Target Score	Direction of Travel	Update position and further actions to take to mitigate risks	Sources of Assurance	Updated
	<p>Council activities net-zero carbon by 2028 may result in significant reputational damage and a loss in public confidence.</p> <p><b>Risk Owner: John Roseblade</b> <b>Cabinet Member: Cllr S Evans</b></p>					<p><b>Further actions to take to mitigate risk</b> Resource requirements identified – certain posts have been created and have/are being recruited to. Additional graduate support for sustainable staff travel policy has been secured. SEB update with draft structure approved and supported.</p>	Internal audit review planned for 2022-2023 of the Climate Change Action Plan.	
15	<p><b>Related Parties</b> The Council has a number of bodies that it either owns or has a potential liability for. There is a risk that poor performance of these bodies could adversely impact on the Council both financially and reputationally.</p> <p><b>Risk Owner: Claire Nye</b> <b>Cabinet Member: Cllr Obaida Ahmed</b></p>	Our Council	12 Amber	12 Amber Target 8 Amber	↔	<p>A detailed financial review of each company was undertaken as part of the preparation of the Statement of Accounts, this included the going concern position of each party. It was concluded that there is currently no material financial impact on the Council. Regular monitoring is undertaken and there are no areas of concern.</p> <p>The Council is currently undertaking a review of Yoo Recruit Ltd which will in turn inform a refreshed business plan being prepared by the Company.</p> <p>WV Living presented an updated Business Plan which was approved by Cabinet on 27 April 2022.</p> <p>Wolverhampton Homes presented an updated Delivery Plan which was approved by Full Council on 6 April 2022.</p> <p>On 29 June the Resources and Equality Scrutiny Panel received a report from the Chief Operating Officer on the arrangements in place to monitor linked bodies, further reports are being taken on the approach to each specific body to the relevant Committee/Panel.</p> <p><b>Further actions to take to mitigate risk</b> Regular monitoring of the related parties is undertaken, and monthly reports are provided to the Executive Team.</p> <p>Financial implications of our related parties have been referenced in the 2022-2023 Budget and Medium Term Financial Strategy 2022-2023 to 2025-2026 report (Cabinet 23 February and Council 2 March) and will be referenced in future budget reports.</p>	<p>The Annual Governance Statement incorporates related parties.</p> <p>External audit of each related party.</p>	
16	<p><b>Safeguarding Ukrainian refugees from exploitation.</b> Risk to Ukrainian refugees ability to access safe and appropriate local accommodation.</p> <p><b>Risk Owner: John Denley</b> <b>Cabinet Member: Cllr J Jaspal</b></p>	Healthy Inclusive Communities	New risk	9 Amber Target 4 Amber	Not applicable	<p>Development of CWC criteria, home visits for residents who have been offered accommodation, continued dialogue with Government via West Midlands Strategic Migration Partnership.</p> <p><b>Further actions to take to mitigate risk</b> Ongoing dialogue with the Department for Levelling Up, Home Office and local and national multi-agency Homes for Ukraine forums.</p>	Department for Levelling Up, Home Office and local and national multi-agency Homes for Ukraine forums.	
17	<p><b>Financial wellbeing and resilience – Risk that the financial wellbeing strategy does not address the impact of the cost-of-living crisis for residents of the city</b></p> <p><b>Risk owner: Alison Hinds/ Emma Bennett</b> <b>Cabinet members: Councillor B Momenabadi, Councillor L Leach and Councillor J Jaspal</b></p>	<p>Strong families where children grow up well and achieve their full potential</p> <p>Healthy, inclusive communities</p>	New risk	12 Amber Target 8 Amber	Not applicable	<p>The Council's Financial Wellbeing Strategy was approved by Cabinet in March 2022.</p> <p>The strategy details our partnership approach to tackling the cost-of-living crisis in the city through our graduated response offering essential support when required, responding to emerging need and offering an early intervention approach to support resilience in the city.</p> <p><b>Further actions to take to mitigate risk</b> Partnership approach to delivery of the strategy Supporting our faith, community, and voluntary sector to build resilience Continued distribution of any Department of Work and Pension or government grants to ensure those in need are supported by those closest to them, maintaining dignity and choice wherever possible.</p>	Strong governance arrangements, with Health and Wellbeing Board being responsible for the implementation of the strategy, monitoring the progress of the partnership cost of living action plan	

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