

City of Wolverhampton Council – Strategic Risk Register

Risks reviewed by risk owners as reported to the Audit and Risk Committee on 6 March 2023

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
1	<p>Businesses Closing Loss of businesses within the City, potentially impacting on regeneration and the achievement of the Council Plan.</p> <p>Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins</p>	Thriving economy in all parts of the city	8 Amber	8 Amber Target 4 Amber	↔	<p>Ongoing challenges in the global economy continue to affect businesses in the city. The city continues to work closely with WMCA to seek support and lobby government for packages to assist the city's business support programmes.</p> <p>Recently published data shows that Wolverhampton is in the second highest quartile of performance for businesses that survive over one year. Latest data shows that 94.6% of businesses in Wolverhampton survive over one year and Wolverhampton is very close to being in the highest quartile of performance. This performance is slightly higher than our statutory neighbour averages which is 93.9%. A recent study by the School of Marketing named Wolverhampton as one of the top three places in the country to launch a new business.</p> <p>The city offer supports new and young businesses at Ignite, a free to use business and enterprise hub which offers professional environment and business advice and guidance working with partners and private sector. The council have commissioned Access 2 Business who support people some of whom have previously been unemployed and struggling to find a route to self-employment.</p>	<p>Current business support is undergoing significant transformation as EU funded programmes come to a close in June 2023. The council is working with stakeholders including the WMCA to establish a new business Employer support programme, which will meet the needs of the businesses in the city.</p> <p>A business survey is currently underway to capture the needs and opportunities which businesses, across all stages and sectors, are facing including pre, start and young businesses. The outcome of this work will inform the new Employer Support model</p> <p>IGNITE: An internal audit review of the business and enterprise hub is planned for 2023-2024</p>
2	<p>Safeguarding Children Failure to safeguard the City's most vulnerable children.</p> <p>Risk Owner: Emma Bennett Cabinet Member: Cllr B Momenabadi</p>	Strong families where children grow up well and achieve their potential	8 Amber	8 Amber Target 8 Amber	↔	<p>Referrals into MASH 24 remain at a consistent level. However, there has been a month on month increase in rereferrals over the last 18 months, now placing Wolverhampton above national and statistical neighbours in this area.</p> <p>There continues to be an increase in social work turnover, although the annual turnover rate still 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 the number of children social workers are working with, particularly in the Disabled Children and Young People's team and in the Strengthening Families Services.</p> <p>Further actions to take to mitigate risk</p> <p>The deep dive into rereferrals in to the MASH24 has provided reassurance re the safeguarding of children in the city .There are some changes to process and practice as recommendations from this report which are being implemented. This area will continue to be subject to close scrutiny and raised with WST.t deep dive offered reassurances regarding consistent application of threshold.</p> <p>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"> The regional memorandum of understanding regarding the use of agency workers within the West Midlands has been updated and implemented 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. Rebranding of recruitment material is well underway with new branding to be utilise from March 2023 A review of progression opportunities for experienced social workers has taken place with the creation of senior social work roles for experienced child protection social workers. A review of pay and incentives offered by neighbouring authorities has taken to ensure Wolverhampton remain competitive in the market. Subject to approval it is proposed that the City of Wolverhampton Council will reimburse social workers for their annual registration fees with the regulating body Social Work England, in line with other councils regionally and nationally <p>There is a risk that the Council is unable to identify suitable placements registered with Ofsted for children in care with highly complex needs who are subject to a court authorised Deprivation of Liberty (DoL) Order, due to insufficient placement options both internally and externally being available. If suitable placements registered with Ofsted are not identified, it is necessary to set up bespoke caring arrangements for children in care with complex needs subject to a DoL Order. It is an offence under section 11 of the Care Standards Act 2000 to carry on or manage a children's home without registration and these bespoke arrangements are regarded as children's homes by Ofsted. Ofsted may carry out an investigation into whether an offence has been and/or is continuing to be committed. If the evidence meets the test for prosecution, they may instigate a prosecution against the company and/or any individual director, manager or secretary of the company. The City of Wolverhampton Council has received two such warning letters in response to two bespoke temporary care arrangements.</p> <p>Further actions to mitigate risk:</p> <ul style="list-style-type: none"> Immediate notification to Ofsted if children are placed in unregulated settings followed by regular updates to Ofsted. 3-5 times a week multi-agency meeting with the provider chaired by Head of Service to ensure ongoing care arrangements continue to meet child's needs where bespoke arrangements are in place Continued search for alternative registered provision. (neither bespoke provisions are currently operating) 	<p>Internal Quality Assurance report, alongside monthly analysis of performance information offers Senior Leadership Team reassurance regarding practice.</p> <p>Rereferrals into MASH 24 are regularly monitored and a deep dive into this area has taken place</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>Senior leaders have regular oversight of the number of children that social workers are working with.</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 and external scrutineer report. Reviews of the impact of learning from Children's Safeguarding Practice Reviews is also assured through the One Panel.</p> <p>Appropriate serious incident referrals are made to the Safeguarding Partnership to consider if a learning review needs to be undertaken into specific incidents. This ensures where appropriate, practice is independently scrutinised and lessons learned.</p> <p>The Leader/Cabinet Member/SEB and CYP Scrutiny panel are briefed every 6 months to offer reassurance regarding safeguarding of the children in the city.</p> <p>A multi-agency response is in place to work with young people to reduce potential of further violent crimes within the city. This response includes universal responses and more targeted approaches with individuals most at risk.</p> <ul style="list-style-type: none"> Two reports (Phase One:Exploitation thematic and Phase Two Knife Crime thematic) commissioned by Wolverhampton Safeguarding Together in response to three incidents of serious youth violence which culminated in death or serious injury between April and June2022 to gain additional assurance of efficacy and robustness of current systems These will help gain further insights from stakeholders including parents Deep dive of rapid review sample to understand commonalities and themes Gain insight into perpetrators and victims <p>Regular oversight by senior leadership team of children placed in unregulated settings.</p> <p>Children are represented by advocates.</p> <p>Independent Reviewing Officers review the child ensuring the care provision continues to meet need and utilises escalation processes where needed to SLT.</p> <p>The care provision is monitored through partnership External Placement Panel (EPP).</p>

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						<ul style="list-style-type: none"> Approval by Cabinet Resources Panel to establish 2 small family homes run by CWC that will be registered with Ofsted to care for up to 2 children with highly complex need in each of the homes. 	Oversight by court of placements where children are subject to Deprivation of Liberty Orders
3	<p>Safeguarding Adults Failure to safeguard the City's most vulnerable adults.</p> <p>Risk Owner: Becky Wilkinson Cabinet Member: Cllr L Leach</p>	Fulfilled lives for all with quality care for those that need it	12 Amber	12 Amber Target 8 Amber	↔	<p>An increase in contacts into Adult MASH and Adult Social Care is being experienced, higher than pre-pandemic levels. This has resulted in higher numbers of adults being connected to a social worker. It is anticipated that contacts into teams will remain high beyond the winter period. Challenges in the health and social care system are anticipated in winter months.</p> <p>Workforce challenges and quality issues in care homes can have an impact on the response required of work teams and Adult MASH. This can be challenging to plan for.</p> <p>Our 24-hour Approved Mental Health Professional Hub has improved our response time and consistency for requests for Mental Health Act Assessments.</p> <p>Current risks related to resources through sickness, staff vacancies and increase in workloads will be addressed through the Adult Social Care redesign. The redesign work is now underway.</p> <p>Further actions to take to mitigate risk</p> <p>The long-term plan to manage the increase in demand is being considered through the Adult Social Care redesign. Workstream set up to review Family Front door and MASH responses.</p> <p>A peripatetic team will be considered as part of our redesign – better able to respond as needed.</p> <p>Updated recruitment adverts and templates are now available for recruiting managers to use. The benefits of working for our Council are highlighted, demonstrating our strengths-based approach to social work and the vibrancy and diversity of our city.</p> <p>Electronic Multi Agency Referral Form in development, this will enable inappropriate safeguarding referrals to be screened and appropriately sign posted/responded to.</p>	<p>Additional short-term measures including increased staff in the MASH and locality teams to manage workloads. Interim Social Work Unit Manager recruited to specifically respond to safeguarding referrals in MASH.</p> <p>Quality Assurance and Compliance Team work closely with Integrated Care Board Quality Nurse Advisors to monitor quality in care homes.</p> <p>Monthly Information Sharing meetings take place with Care Quality Commission and partner agencies to share concerns and plan actions.</p> <p>Regular safeguarding updates, quality assurance and performance data shared with SEB, Cabinet Member, Council Leader.</p> <p>Practice weeks, practice observations, case file audits, dip sample audits give managers better oversight of practice and recognise themes and improvements</p> <p>Appropriate referrals are made to Wolverhampton Safeguarding Together One Panel for consideration for Safeguarding Adult Reviews, to ensure lessons are learnt and any learning is shared across partnership. Action plans are scrutinised at Adult Leadership Team.</p> <p>CQC readiness review to take place in March 2023 specifically focussing on Safety.</p>
4	<p>Reputation / Loss of Public Trust There is a risk that the Council loses public trust and confidence by:</p> <ul style="list-style-type: none"> failing to respond to the needs of local people, especially those most vulnerable failure to inform the public about delivery of key City priorities. <p>Risk Owner: Ian Fegan Cabinet Member: Cllr I Brookfield</p>	Our Council	10 Amber	10 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>SEB and Cabinet are aware of the issues and challenges facing local people and developed Our City: Our Plan – the Council plan, which was 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>The corporate communications team will continue to provide timely, relevant and accurate information on council services and support to all stakeholders in order to build and maintain public trust and confidence in the council.</p> <p>Further actions to take to mitigate risk</p> <p>The council has prioritised connecting residents with support to help tackle the cost of living crisis. Following the launch of the Council's Financial Wellbeing Strategy in 2022, a bespoke communications strategy and plan has been developed and is now being delivered. It focuses primarily on support for residents throughout the winter, including accessing the city's community shops and the council's warm spaces offer. All other interventions for those in need, including financial support, is included in the plan.</p> <p>A Cost of Living public information campaign was launched in early 2023 to ensure residents are aware of what support is available and how to access it.</p> <p>The council also faces the challenge of communicating the Government's new legal requirement for residents to provide Voter ID at the May elections. There is a commitment to deliver an extensive communications campaign Jan-May '23 to inform and engage city residents.</p>	<p>Data provided by Insight and Performance team relating to key city challenges.</p> <p>Monitoring of local media.</p> <p>Monitoring of social media channels.</p> <p>Monitoring of external stakeholder environment.</p> <p>Data via CRM on customer calls and issues logged.</p> <p>Councillor Enquiry Unit data issues logged.</p> <p>Engagement with residents to shape services e.g. Lifestyle Survey and LGBT+ consultation</p> <p>Reviewing data for those accessing Cost of Living support</p> <p>Reviewing applications for Voter Authority ID</p> <p>The support content is currently under review and will be updated as appropriate.</p>
5	<p>Social Care Providers Adults There is a risk that we may lose service providers and not be able to maintain adequate service provision.</p> <p>Risk Owner: Becky Wilkinson Cabinet Member: Cllr L Leech</p>	Fulfilled lives for all with quality care for those that need it	12 Amber	12 Amber Target 8 Amber	↔	<p>The factors contributing to the risks to our providers include:</p> <ul style="list-style-type: none"> Market pressures – fragility of the care market and increased risk of provider failure/ sufficiency of provision Cost of living crisis (inflation and increase in fuel prices) Financial impact of Covid/sick pay Workforce pressures - challenges with recruitment and retention of staff Specific challenges affecting care homes – covid outbreaks and required improvements in quality of care following Care Quality Commission inspections <p>Further actions to take to mitigate risk</p> <p>Risks to sustainability are being mitigated with:</p> <ul style="list-style-type: none"> Robust outbreak management processes and robust QAC visits Use of the CQC Capacity tracker for updates from provider organisations 	<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 and intelligence on available capacity.</p> <p>Regular updates to SEB/Cabinet Member are provided with respect to home care.</p> <p>Procurement of a new Homecare framework has been completed adding 12 providers to the framework to increase sufficiency and provide resilience for the local authority</p> <p>Proposed increases in the 23/24 fee review due to go to CRP in February</p>

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						<ul style="list-style-type: none"> Exploring interim financial support measures for providers to mitigate against key risks to care delivery <p>Risk is amber due to resource and cost of living pressures. Provider support call has been stood up due to these challenges.</p>	Summit held with OneWolverhampton colleagues to agree plans for NHSE bed funding model
6	<p>Employee Wellbeing 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>Risk Owner: Laura Phillips Cabinet Member: Cllr P Brookfield</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.</p> <p>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.</p> <p>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.</p> <p>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. OD have carried out site visits to provide support information and signpost the current offer around health and wellbeing for our employees. The Wellbeing@work pages on the Our People portal are updated weekly to ensure employees have access to the most up to date wellbeing information. Currently OD and Public Health (PH) are working together to provide an employee head for health programme which focusses on sport to combat issues around mental and physical health. OD are also working with PH to audit what support is provided for women's health which links to the Menopause training we have made available for employees.</p> <p>We continue to support employees with the cost-of-living crisis by providing resources and support on financial wellbeing. We promote the support and resources available on a regular basis through a range of communication channels, including City People, toolbox talks, site visits and employee forums to ensure people are signposted to the support available.</p> <p>Further actions to take to mitigate risk</p> <p>A new Head for Health programme is being launched to offer a local programme to support mental health and physical health.</p> <p>A survey has gone out to all employees to find out about employee's views on Mental health support available and to gain feedback on the issues around what may be responsible for mental health problems in the workplace - results will be used to determine future strategy</p> <p>Employee Assistance Programme is being reviewed – the results of the mental health survey will help inform the procurement exercise. The content of the Our People Portal is under review at this time and changes will be made in line with the findings of the Online Mental Wellbeing survey.</p>	<p>Operational Health and Wellbeing Group</p> <p>Our People Board</p> <p>Employee Surveys</p> <p>Professional Conversations which include discussions around well-being</p> <p>SafeSpace Reporting Line</p> <p>Mental Health Support App for employees (My Possible Self)</p> <p>Regular employee communications and engagement digitally and physically (OD Wellbeing Roadshows – 17 to date) to ensure all employees have the resources/support available.</p>
7	<p>Education Provision The Covid-19 pandemic resulted in significant disruption to learning which has affected some children and young people in respect of their academic progress, emotional health and wellbeing as well as social skills. The consequence has been higher number of referrals for assessments for SEN especially prevalent in the early years.</p> <p>Risk Owner: Emma Bennett Cabinet Member: Cllr C Burden</p>	Strong families where children grow up well and achieve their full potential	6 Amber	6 Amber Target 4 Green	↔	<p>Following the start of the academic year 2022–23 school attendance has still not reached pre-pandemic levels consistently across the City. Support continues from the Inclusion Service. The Graduated Response formally launched at the Inclusion Summit in October 2022.</p> <p>Analysis of learning gaps for children and young people affected by the lockdowns is ongoing with tutoring programmes continuing in schools.</p> <p>Further actions to take to mitigate risk</p> <ul style="list-style-type: none"> 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 particularly where persistent absence levels are high. 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) and was launched in October 2022. Inclusion Summit tool place on 17 October with schools and other stakeholders coming together to discuss inclusion in education. 	<p>Regular updates to Lead Member/SEB and CYP Scrutiny panel on attendance and attainment of pupils in schools. Formal assessments data has shown a slight increase in performance at key stages 2 and 4.</p> <p>Each school has had School Improvement Advisor support, guidance and challenge to mitigate the impact of Covid on outcomes.</p> <p>Termly report is now being produced and shared with SEB, Cabinet Member and Leader to update on educational achievements, challenges and risks.</p>
8	<p>City Centres – Council Led Development Projects</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</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>The Levelling Up Board continues to monitor the City-wide regeneration and Levelling Up agenda to Our City Our Plan objectives as part continuous engagement with DLUHC, Homes England and West Midlands Combined Authority.</p> <p>The Levelling Up Board's governance provides oversight to ensure appropriate consultation, advocacy, assurance and management processes are co-ordinated across directorates to support the engagement and strategic asks for funding and the</p>	<p>Key city centre project pipeline subject to alignment to Council project management principles and quality assurance process.</p> <p>Internal audit review planned for key capital schemes (CLQ) and funding bids (Levelling Up Round 2 bid process)</p>

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	<p>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>Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins</p>					<p>The establishment of a Regeneration Capital Project Board provides a clear mandate and cross directorate decision making forum that will have a read across existing corporate assurance decision making processes. This will provide continued assurance and escalation processes for key capital programs and a review of the strategic pipeline. It will provide a single version of the truth regarding key corporate regeneration projects and programmes. Decisions will be subject to audit and provide clear visibility and scrutiny.</p> <p>Further actions to take to mitigate risk</p> <ul style="list-style-type: none"> A resource plan is in place to deliver externally funded programmes over the next 9-12 months of programme. The Council is pro-actively working with partners and stakeholders to mitigate risk and continue operations in accordance with Government guidelines. Engagement and the progress of grant funding request to deliver programmes continue with WMCA, Homes England and DLUHC. Inflationary pressures provide an increase in project risk and viability by both the Public and Private Sector on the delivery of Capital Programmes and the Council ensure sufficient contingency budgets are in place (both inflation and construction related) and a review of output realisation are regularly reviewed in light of these pressures. 	Reporting of project outputs to relevant funding boards, Future High Street Funds, Towns Fund, Levelling Up Fund considered as part of a combined board group – City Investment Board.
9	<p>High Unemployment 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>Risk Owner: Emma Bennett Cabinet Member: Cllr C Burden</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 12 Amber	↔	<p>Unemployment levels continue to be high within Wolverhampton, a summary of the December 2022 provisional data is provided below:</p> <ul style="list-style-type: none"> There are 12,415 (7.5%) claimants in the working age group (16+) in December 2022, which is down from 7.95% for December 2021. However, the city still has the 2nd highest unemployment claimant rate in England. There are 2,970 (6.1%) claimants in the 50+ age group, up slightly from 3,110 (6.4%) in December 2021. This is the 9th highest claimant rate in England for this cohort. There are 2,150 (10.1%) claimants in the 18-24 age group in December, which is the second highest claimant rate in England. <p>Further actions to take to mitigate risk 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>Drop-in information/screening sessions, to support Strategic Employers and other large scale vacancies operate weekly/bi-weekly dependent on employer need.</p> <p>The Council £3 million Wolves at Work 18-24 Programme is well 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>Black Country Impact (BCI) 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 £1.31 million 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. Activity to date has seen 749 BCI participants offered employment, with a view to this increasing to 1,200 in the next 11 months (the remainder of contract).</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 £1.64 million in funding to support residents, for up to 12 months, across Wolverhampton. The council is one of four Restart Scheme providers in the city. Since the start of the programme, Wolves at Work have worked (or continue to work) with over 600 people, and have supported residents into 250 local jobs.</p> <p>There will be additional resource in the Connexions team to provide 121 careers advice and guidance to young people with SEND; a new Supported Employment service for residents with learning disabilities started in September 2022 and targeted SEND Education, Employment and Training support workers are being employed.</p> <p>More intensive work with DWP is being undertaken to:</p> <ul style="list-style-type: none"> Understand the claimant groups and their needs for employment and skills support Understand the current provision and to identify gaps that are preventing residents from securing sustainable employment. <p>Planning for Shared Prosperity Fund programme to ensure all interventions meet local employment and skills needs.</p> <p>Submission of funding application for year 2 of the Youth Hub after a successful first year of operation. The Black Country Impact programme has been extended until 31 October 2023, and the team are working with the City of Wolverhampton College at the new Youth Hub, which has opened on its Bilston campus.</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. Although it is important to this the analysis is undertaken, and reported against, all age groups.</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. This is all regularly reported to SEB, the Leader and the Cabinet Member.</p> <p>Internal audit review planned for the Wolves at Work 18-24 Programme (Youth Employment Scheme).</p> <p>A review of post 16 provision is underway, to ensure that it is fit for purpose, and meets the needs of both learner and employer.</p>

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10	<p>Information Governance 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>Risk Owner: David Pattison Cabinet Member: Cllr P Brookfield</p>	Our Council	6 Amber	6 Amber Target 4 Green	↔	<p>Work on the IG Policy Framework has progressed - 26 internal procedure and guidance documents that underpin the policies have been written and are live for employees to access. Mandatory training levels are being monitored; a new dashboard has been produced with support from Data & Analytics which will produce up to date statistics both on an adhoc basis and at individual Leadership teams in their scheduled quarterly update meetings. In addition, a new Data Breach management dashboard has also been developed and will be used from April 2023. This will provide more trend and targeted reporting of breaches. Collaborative working between IG and Digital and IT continues; a series of system demos have been viewed to support Cyber awareness raising across the council. Work continues cyber risk and compliance. Incidents reported during the period have been contained, investigated with mitigating actions put in place locally with relevant teams.</p> <p>Further actions to take to mitigate risk</p> <ul style="list-style-type: none"> Continue to collaborate with Digital and IT to progress the implementation of the remaining level two procedures and guidance documents Robustly monitor the mandatory training levels to ensure above 95% take up in any given period. Progress the development and rollout of Level 2 and level 3 training for specialist roles Progress collaborative working; formulate and agree combined deliverables alignment with strategic roadmaps, particularly around the digital arena in relation to data and records management. Progress the collaboration with Audit Services to support the DPO reporting function and ongoing corporate compliance assurance 	<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> <p>A detailed annual report on Information Governance was taken to the Council's Governance and Ethics Committee in September 2022 and can be seen here. A further update report was received at IGB in December 22 and at Governance and Ethics Committee on 12 January 2023.</p>
11	<p>Medium Term Financial Strategy 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. Specific risks include the impact of Covid-19, rising inflation, demand pressures and the effective management of the key MTFS programmes.</p> <p>Risk Owner: Claire Nye Cabinet Member: Cllr O Ahmed</p>	Our Council	20 Red	20 Red Target 12 Amber	↔	<p>The 2023-2024 Budget and Medium Term Financial Strategy 2023-2024 to 2025-2026 report (Cabinet 22 February and Council 1 March) presents a balanced budget for 2023-2024 without the use of general reserves.</p> <p>The level of deficit is anticipated to be £16.4 m in 2024-2025 rising to £22.9m in 2045-2026. Work will be undertaken to identify ways to close the budget gap and updates will be presented to Cabinet throughout the year.</p> <p>At the time of writing the financial settlement for 2024-2025 and future years is unknown. The level of uncertainty regarding funding and economic factors results in the level of risk associated with the MTFS remaining as red despite the strong financial management within the council.</p> <p>Further actions to take to mitigate risk The assumptions underpinning the MTFS will continue to be reviewed throughout 2023-2024 and updates will be reported to Cabinet.</p> <p>Benchmarking is used to validate assumptions</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>Consideration by scrutiny panels during November and December 2022 and Scrutiny Board In February 2023</p> <p>Recent and upcoming meetings:</p> <p>Reserves Working Group here</p> <p>Scrutiny Board February 2023 Here</p> <p>External Audit Annual Report – Full Council here</p>
12	<p>Cyber Security 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>Risk Owner: Charlotte Johns Cabinet Member: Cllr O Ahmed</p>	Our Council / Driven by Digital	12 Amber	12 Amber Target 6 Amber	↔	<p>Nationally there continues to be cyber security threats to local government and the wider public sector, with high profile cyber incidents impacting on some local authorities and other agencies.</p> <p>Cyber security at the Council is externally verified though both PSN accreditation and Cyber Essentials Plus accreditation.</p> <p>Digital and IT continue to deploy enhancements to further improve security, the detail of this is protected and not in the public domain. However, a summary of key activity includes:</p> <ul style="list-style-type: none"> Policy and strategy – including ongoing review of existing and development of new policies to support improved cyber security, such as the Information and Cyber Security Policy, Acceptable Use of IT Assets and Social Media Policy and a new Bring Your Own Device policy. Training and development – including a new mandatory cyber security course Technology and digital solutions – including roll out of new technology solutions to further tighten security <p>Further actions to take to mitigate risk There is a continued work programme to address cyber threats which continue to evolve.</p>	<p>The Council has achieved external accreditation of its cyber security, through achievement of Cyber Essentials Plus and PSN compliance. Cyber Essentials Plus reaccreditation for the year was achieved again in December 2022.</p> <p>Internal Audit review of Cyber Security and Disaster Recovery gave satisfactory assurance.</p> <p>Quarterly updates provided to SEB and Cabinet Member. More detailed update provided to Audit and Risk Committee in July 2022 , a link to the meeting papers and minutes is available here.</p>
13	<p>Civic Halls 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</p>	Thriving economy in all parts of the city	12 Amber	12 Amber Target 8 Amber	↔	<p>The construction phase is now fully completed, and the building has been handed over to AEG for their fitout works to commence ready for opening the building in June 2023. The Council is now working with AEG to ensure any outstanding Willmott Dixon defects are rectified in a timely manner.</p>	<p>Project Assurance Group</p> <p>Civic Halls Restoration Board</p> <p>Civic Hall Operational Group</p>

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	<p>programme is not effectively managed in terms of project timings, costs, and scope.</p> <p>Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins</p>					<p>The contractor's performance (Willmott Dixon) continues to be monitored and reviewed with regards to any outstanding defects that arise within the first 12 months after handover.</p> <p>The project team continue to manage, monitor and report on any potential risks that may arise due to Willmott Dixon not completing defects in a timely manner.</p> <p>There is a dedicated Programme Board for the delivery of the Public Realm works, which is scheduled to complete shortly, ahead of the June opening.</p> <p>External auditors reported in January 2023 on the civic halls project as part of the annual value for money report, this included one recommendation directly related to the civic halls project concerning the overall account with Willmott Dixon. A further update will be provided to the Committee in relation to this aspect through the report on the agenda for Audit and Risk Committee on 6 March 2023. The Council continues to ensure that the public purse is being robustly protected through appropriate advice. The Programme Board also ensures that the recommendations made by auditors are being followed (along with previous lessons learned).</p> <p>The Civic Halls Restoration Board continues to take place to ensure assurance and oversight of all elements of the project. This is supported by operational group meetings. Directors are also supplied with project updates via the Verto reporting system..</p> <p>There are regular ongoing meetings with AEG to manage their transition into the building and oversee the final fit out programme.</p>	<p>AEG Contract</p> <p>Specialist external advice – project and risk management Internal Audit representation on Civic Hall's Operational Group</p> <p>Capital Projects Member Reference Group</p> <p>Audit and Risk Committee, 23 January 2023 – Final Auditor's Annual Report (with a focus on the Civic Halls) here</p> <p>Audit and Risk Committee, 28 November 2022 – Strategic Risk Register – Review of Civic Halls Risk here</p>
14	<p>Climate Change Failure to achieve the Council's commitments in relation to Climate Change, including the pledge to make Council activities net-zero carbon by 2028 may result in significant reputational damage and a loss in public confidence.</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr S Evans</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>Further actions to take to mitigate risk 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. As at January 2023 appointments have been made to Head of Green Cities and Service Manager posts.</p> <p>SEB update with draft structure approved and supported.</p> <p>External resource identified for support in delivering 2041 strategy – additional internal resource identified – training for Carbon Literacy identified and being rolled out across organisation.</p>	<p>Governance and action plan monitoring arrangements being established.</p> <p>Quarterly update to SEB and Member reference panel.</p> <p>Internal audit review underway of the Climate Change Action Plan.</p> <p>The risk was called in for a deep-dive review at the November 2022 Audit and Risk Committee.</p> <p>Board needs to be established – head of green Cities has been appointed and is to be in post by end of March 2023</p>
15	<p>Related Parties 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>Risk Owner: Claire Nye Cabinet Member: Cllr O Ahmed</p>	Our Council	12 Amber	12 Amber Target 8 Amber	↔	<p>Each of the Council's companies have filed audited Statement of Accounts with Companies House, each with an unqualified opinion.</p> <p>As part of the Value For Money review, the External Auditor undertook a detailed review of the governance arrangements of group companies and reported that they did not find any significant issues. They also concluded that there are appropriate agreements in place and coinciding monitoring arrangements for all group entities.</p> <p>A detailed financial review of each company was undertaken as part of the budget process and is detailed in the Final Budget Report to Cabinet on 22 February 2023. 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. The review will be considered by the Resources and Equalities Scrutiny Panel.</p> <p>WV Living presented is currently refreshing the financial modelling underpinning their Business Plan which will be presented to Cabinet in April 2023.</p> <p>Wolverhampton Homes is drafting an updated Delivery Plan which will be presented to Cabinet on 22 March 2023. Work continues to ensure that Wolverhampton Homes are effectively meeting their duties including on critical issues such as tackling damp and mould.</p> <p>Further actions to take to mitigate risk Regular monitoring of the related parties is undertaken, and six weekly reports are provided to the Executive Team and Leader of the opposition.</p> <p>Financial implications of our related parties have been referenced in the Quarter One Performance and Budget report where appropriate and will continue to be considered in future budget reports.</p>	<p>The Annual Governance Statement incorporates related parties.</p> <p>External audit of each related party.</p> <p>Scrutiny Review of governance arrangements in place to monitor linked bodies by Resources and Equality Scrutiny Panel: here</p> <p>The External Auditor's Annual Report presented to Full Council in January 2023 can be found here</p> <p>Annual audited accounts: Yoo Recruit Ltd here</p> <p>WV Living – City of Wolverhampton Housing Company Ltd here</p> <p>Wolverhampton Homes Ltd here</p>
16	<p>Refugee and Asylum accommodation and support</p> <p>There is a risk of increased numbers of emergency placements made by the Home Office of refugees and asylum seekers from various national schemes such as the</p>	Healthy, inclusive communities	12 Amber	12 Amber Target 8 Amber	↔	<p>Due to national trends around an increased pressure at immigration processing centres there is a risk that the Home Office will seek to increase the number of emergency placements in the City of refugees and asylum seekers. This may include the Home Office accessing temporary accommodation (such as hotels) within Wolverhampton. This could result in an increased pressure on local services and the need to ensure basic needs are met at short notice, for example access to school places and health care. In addition, the closure of one the current contingency hotels could lead to the Home Office sourcing other accommodation in the city.</p>	<p>The Home Office</p> <p>Strategic Migration Partnership</p> <p>Mitigation considered by SEB</p>

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	Asylum and Afghan resettlement scheme. Risk Owner: John Denley Cabinet Member: Cllr J Jaspal					Further actions to take to mitigate risk Currently work is ongoing with services and partners to develop a contingency model, based on learning from previous Home Office placements at The Britannia and Goldthorn Hotels. Options are being considered to take more of a proactive approach in Wolverhampton and work with the Home Office to ensure that Wolverhampton have more control around timings of placements, cohorts and locations to mitigate risk to services and ensure that all basic needs are met.	
17	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 Risk owner: Alison Hinds Cabinet members: Councillor B Momenabadi, Councillor L Leach and Councillor J Jaspal	Strong families where children grow up well and achieve their full potential Healthy, inclusive communities	9 Amber	9 Amber Target 8 Amber	↔	The Council's Financial Wellbeing Strategy was approved by Cabinet in March 2022. The strategy details our partnership approach to tackling the cost-of-living crisis in the city though our graduated response offering essential support when required, responding to emerging need and offering an early intervention approach to support resilience in the city. Further actions to take to mitigate risk 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 Additional City of Wolverhampton Council investment Developing financial resilience in communities by promoting and supporting the development of sustainable models Maximisation of income via grant funding into city, reducing competitive bidding and increasing collaboration Utilisation of tools to understand and proactively respond to emerging need at a local level Development of a city centre cost of living hub, The Gateway	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 Robust implementation plan with clear impact measures. Ongoing consultation and engagement with residents and the wider partnership to ensure the cost of living plan continues to address local and emerging issues. 4 weekly review/update presented to Adult and Children's leadership, SEB, and the Leader of the Council Risk reviewed by Audit Committee September 2022 to be reviewed again in 2023
18	Charging Reform and Fair cost of care There are a number of uncertainties associated with how these reforms will impact upon the Council, both financially and resource wise Risk Owners: Becky Wilkinson Cabinet Member: Councillor L Leach	Fulfilled lives for all, with quality care for those that need it	N/A	N/A	N/A	On 17 November 2022 in the Autumn Statement, the Government announced a two-year delay in the implementation of the Charging Reform. The Annex B FCoC was published as required on 1 February 2022 and the Market Sustainability Plan is due for publication before 27 March 2023. This risk can therefore be closed.	-
19	Employee recruitment and retention Currently experiencing recruitment and retention difficulties that mirrors national issues. This is impacting a number of specialist roles in Adults and Children's Social Care, Procurement, IT and Digital etc Risk Owners: Laura Phillips Cabinet Member: Councillor P Brookfield	Our Council	N/A	9 Amber Target 4 green	N/A	Recruitment and Retention is not only a local but national issue that we will continue to monitor and respond to - it is important we have robust recruitment and retention initiatives to enable the council to have resources to deliver our services. Our current turnover rate is 10% and continues to be monitored via KPI reports and Powerbi dashboards. Recent local government turnover information is not available. However, XPerHR conducted a turnover survey in 2022 that shows total labour turnover for 2021 as 14.4% nationally amongst all organisations surveyed and 12.4% within the Public Sector. As an example of the issues being faced, the average turnover for Childrens Services is 11.9% which is lower than the national average of 15.4% but the vacancy rate is 18.1% compared to national 16.7% which highlights the difficulties we face in recruiting to specialist roles. Action so far: To support us to be an attractive employer 'employer of choice' we have created WV Jobs, this tool is used to promote jobs and careers at CWC including information for applicants and benefits for working for the council. We are currently comparing pay against other local authorities and competitors and improving our recruitment and retention response by introducing structural changes within Human Resources to support this significant priority for the Council which will result in HR doing more of the recruitment activity and focusing the recruitment to have maximum effect. We are in the process of reviewing employee benefits to ensure we have an attractive and competitive offer (change to Vivup with increased promotion) and conducted a deep dive review of benefits in areas where the impact is high – e.g. social worker recruitment. - considering the blue card scheme and payment of professional body membership that is a legal requirement to undertake certain roles. As per Our People strategy we continue to have a strong emphasis on employee development, progression and 'growing our own'.	Introduction of exit interview to understand why employees leave the employment of the council Market forces policy Structural changes within HR to improve the offer/ support for our people, candidates and the on-boarding experience for new starters and consider outcome of exit interviews to take targeted action. Our People Board

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20	<p>Energy From Waste</p> <p>The contractual arrangements for the operation of the Energy From Waste Plant are complex. On the recent ending of the operation contract there is a risk that expensive and less environmentally sensitive contingency operations would need to be employed.</p> <p>Risk Owners: John Roseblade Cabinet member: Councillor Steve Evans</p>	Our Council	N/A	12 Amber Target 9 Amber	N/A	<p>The Council needs to ensure its long-term waste disposal operations remain sustainable, consistent and good value. We have a statutory duty to collect and dispose of domestic waste. For the last 25 years CWC residual waste has been incinerated at our own Energy From waste plant in Crown Street. On average CWC dispose of circa 70,000t of domestic waste through this facility.</p> <p>The long term contract has recently ended at short notice. There is a contingency arrangement for times when the plant isn't operational for waste to be removed by a third party and taken to other disposal facilities across the country.</p> <p>At extremely short notice the Council have procured a specialist operator for 4 months to operate the plant on our behalf, set up procurement routes to ensure the supply of materials and services and TUPE transferred 30 staff.</p> <p>The project team have secured the use of legal and technical advisors who are specialists in this field. Workshops are established to progress the future procurement requirements and to initiate the wider reaching long term options appraisal.</p> <p>Budgets are in place to address the needs going forward as there will be a requirement for significant capital investment in the plant in order to secure its operation and legal compliance. As part of this procurement route the Council will have access to the income generated from electricity production and from selling spare capacity.</p>	<p>Urgent Cabinet Decision to take this forward the short term operation and TUPE of staff was agreed on 9 February 2023.</p> <p>A further Cabinet Report seeking relevant authorities was approved on 22 February 2023 and can be found here</p> <p>The project is currently governed through the Waste Transformation Board but a specific ERF board is to be established.</p> <p>Deputy Chief Executive, Chief Operating Officer, Director of Finance and Director of Resident Services are all directly involved with the wide ranging matrix based team.</p> <p>Extensive and detailed files of advice, options appraisals and decision logs are being maintained.</p> <p>An internal audit review is also programmed for 2023/2024.</p>