

City of Wolverhampton Council – Strategic Risk Register Summary (November 2023 Update)

Ref.	Risk Title and Description	Our City, Our Plan Priority	Risk Owner	Cabinet Member and Portfolio	Target Risk Score	Previous Impact Score	Current Risk Score	Target L'hood Score
Adults and Wellbeing Portfolio – Councillor Jasbir Jaspal								
01. (was 3)	Safeguarding Adults There is a risk of failure to safeguard the City's most vulnerable adults.	Fulfilled lives for all with quality care for those that need it	B. Wilkinson	Cllr J Jaspal	8	12	16	↑
02. (was 5)	Social Care Providers Adults There is a risk that we may lose service providers and not be able to maintain adequate service provision.	Fulfilled lives for all with quality care for those that need it	B. Wilkinson	Cllr J Jaspal	9	12	12	↔
03.	Asylum and Refugees There is a risk that Council's fails to support new asylum seekers and refugees living in the city thus preventing community cohesion.	Healthy, inclusive communities	J. Denley	Cllr J Jaspal	6	N/A New Risk	9	N/A New Risk
04.	Terrorism Threats – Places and Locations There is a risk the Council fails to implement appropriate anti-terrorism security measures for Council run events in accordance with legislative requirements, such as Martyn's Law. Thus, posing risk to event attendees.	Thriving economy in all parts of the city Healthy Inclusive Communities	J. Denley	Cllr J Jaspal	6	N/A New Risk	8	N/A New Risk
05.	Terrorism Threats - People There is a risk the Council and its local specified authority partners fail to respond to the Prevent Duty putting vulnerable people at increased risk of radicalisation.	Healthy Inclusive Communities	J. Denley	Cllr J Jaspal	4	N/A New Risk	4	N/A New Risk
06.	Inadequate rating from Care Quality Commission (CQC) inspection for Adult Social Care (ASC) There is a risk to public trust and confidence around service delivery and provision of ASC. This would have a negative reputational impact for the Council.	Fulfilled lives for all with quality care for those that need it	B. Wilkinson	Cllr J Jaspal	5	N/A New Risk	15	N/A New Risk
07.	Impact of future pandemics There is a risk to the utilisation of Council resources as a result of future pandemics.	Healthy, inclusive communities	J. Denley	Cllr J Jaspal	8	N/A New Risk	8	N/A New Risk
Children and Young People Portfolio – Councillor Chris Burden								
08. (was 2)	Safeguarding Children Failure to safeguard the City's most vulnerable children.	Strong families where children grow up well and achieve their potential.	A. Hinds	Cllr C Burden	4	8	8	↔
City Housing Portfolio – Councillor Steve Evans (Deputy Leader)								
09.	Housing Regulator (Damp and Mould) There is a risk that the Council fails to address damp and mould issues in properties, which could lead to the death of a resident in the city.	Good homes in well-connected neighbourhoods	J. Roseblade	Cllr S Evans	8	N/A New Risk	8	N/A New Risk
10.	Negative assessment against the Consumer Standards – Social Housing (Regulation) Act. Implementation of the Act has redefined the legislative landscape with the Regulator of Social Housing taking a more robust, proactive approach. A new regulatory regime includes publication of performance data, In-Depth Assessments (IDA) and Inspection (4 Yearly)	Good homes in well-connected neighbourhoods	J. Roseblade	Cllr S Evans	8	N/A New Risk	16	N/A New Risk
11.	Housing Supply There is a risk that the city will not have a suitable housing supply to meet the needs of residents.	Good homes in well-connected neighbourhoods	J. Roseblade	Cllr S Evans	8	N/A New Risk	16	N/A New Risk
12.	Housing Standards There is a risk that housing standards in the city are not maintained or are poor, which could cause risk to health.	Good homes in well-connected neighbourhoods	J. Roseblade	Cllr S Evans	8	N/A New Risk	16	N/A New Risk
Digital and Community Inclusion Portfolio – Councillor Obaida Ahmed								
13. (was 12)	Cyber Security There is a risk of 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.	Our Council Our Digital	C. Johns	Cllr O Ahmed	6	12	12	↔
14.	Major Core System Failures There is a risk that core digital and IT systems, or their providers, fail resulting in an impact on the delivery of services.	Our Council Our Digital	C. Johns	Cllr O Ahmed	4	N/A New Risk	9	N/A New Risk
Environment and Climate Change Portfolio – Councillor Craig Collingswood								
15. (was 14)	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.	Climate Conscious	D. Pattison	Cllr C Collingswood	3	6	6	↔
16.	Private Hire Vehicle Growth There is a reputational risk where members of the public are injured or harmed as a result of using private hire vehicles licensed by the Council.	Our Council	J. Roseblade	Cllr C Collingswood	9	N/A New Risk	12	N/A New Risk
Governance and Equalities Portfolio – Councillor Paula Brookfield								
17. (was 6)	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.	Our Council	L. Phillips	Cllr P Brookfield	8	12	12	↔
18. (was 10)	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.	Our Council	D. Pattison	Cllr P Brookfield	12	6	16	↑
19. (was 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.	Our Council	L. Phillips	Cllr P Brookfield	9	9	9	↔
20.	Equal Pay Due to potential unapproved local working practices, and new case law, there is a risk the Council could be exposed to future equal pay claims, thus impacting Council resources.	Fair and Equal	D. Pattison	Cllr P Brookfield	12	N/A New Risk	12	N/A New Risk

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21.	Health & Safety of Council Employees There is a risk of serious injury, or death, to an employee of the Council where health and safety legislative requirements have not been implemented or followed.	Our Council	D. Pattison	Cllr P Brookfield	9	N/A New Risk	12	N/A New Risk
22.	Reinforced Autoclaved Aerated Concrete (RAAC) There is risk that Council owned buildings may have to closed where the use of RAAC has been identified, which potentially has an impact on service delivery.	Our Council	J. Nock	Cllr P Brookfield	4	N/A New Risk	15	N/A New Risk
Jobs, Skills and Education Portfolio – Councillor Jacqui Coogan								
23. (was 9)	High Unemployment There is a risk that historic levels of high unemployment will remain in the city without a systemic shift by a range of partners, as articulated in the city Education, Skills and Employment Strategy.	<ul style="list-style-type: none"> Thriving Economy in all parts of the city More local people into good jobs and training 	C. Johns	Cllr J Coogan	12	16	16	↔
The Leader of the Council's Portfolio – Councillor Stephen Simkins								
24. (was 1)	Business Support There is a risk that economic challenges impact negatively on local businesses and they cannot access appropriate support to thrive.	Thriving economy in all parts of the city	C. Johns	Cllr S Simkins	6	8	8	↔
25. (was 4)	Reputation / Loss of Public Trust There is a risk that the Council loses public trust and confidence by: <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. 	Our Council	I. Fegan	Cllr S Simkins	10	10	10	↔
26. (was 8)	City Centres – Council Led Development Projects There is a potential impact on the City if the Council does 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.	<ul style="list-style-type: none"> Thriving economy in all parts of the city Good homes in well-connected neighbourhoods 	R. Lawrence	Cllr S Simkins	8	12	12	↔
27. (was 17)	Financial wellbeing and resilience Risk that without the council's plan to coordinate the partnership support across the city, residents will not receive support to mitigate the impact of the cost-of-living crisis.	<ul style="list-style-type: none"> Strong families where children grow up well and achieve their full potential. Healthy, inclusive communities 	A. Hinds	Cllr S Simkins	9	9	9	↔
28.	City Learning Quarter There is risk that the City Learning Quarter is not delivered as planned resulting in adverse impacts on life chances for young people, and learning for people of all ages, potentially resulting in difficulty for local employers to grow their businesses and for all to contribute to local economic growth.	<ul style="list-style-type: none"> More local people into good jobs and training Strong families where children grow up well and achieve their full potential. Thriving economy in all parts of the city 	R. Lawrence	Cllr S Simkins	6	N/A New Risk	12	N/A New Risk
Resources Portfolio – Councillor Louise Miles								
29. (was 11)	Medium Term Financial Strategy There remains significant uncertainty in relation to demand for services, inflation and levels of government funding. This uncertainty creates a risk that we cannot set a robust medium term financial strategy.	Our Council	C. Nye	Cllr L Miles	15	20	20	↔
30.	Financial Management If the Council does not have strong financial management there is a risk that the expenditure will exceed the budget, leading to a call on reserves.	Our Council	C. Nye	Cllr L Miles	8	N/A New Risk	8	N/A New Risk
31. (was 15)	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.	Our Council	C. Nye	Cllr L Miles	8	12	12	↔
32.	Impact of statutory legislation and guidance on Council budgets There is a risk of pressures on the Council's resources (including financial) as a result of the urgent requirement to implement new statutory legislation or guidance.	Our Council	C. Nye	Cllr L Miles	16	N/A New Risk	16	N/A New Risk

Scoring Criteria:

Risk Scoring - Impact

Impact	Score	Descriptor
Low	1	Minimal loss, delay inconvenience or interruption. Can be easily and quickly remedied
Low/Medium	2	Minor loss, delay, inconvenience or interruption. Short to medium term effect.
Medium	3	Significant waste of time and resources. Impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover.
Medium/High	4	Major impact on costs and objectives. Serious impact on output / or quality. Medium to long-term effect and expensive to recover.
High	5	Critical impact on the achievement of objectives and overall performance. Critical impact on costs and / or reputation. Very difficult and possibly long-term to recover.



Risk Scoring - Likelihood

Impact	Score	Descriptor
Low	1	Rare (0-5%) This risk will only materialise in exceptional circumstances.
Low / Medium	2	Unlikely (5-25%) The risk will probably not materialise.
Medium	3	Possible (25-60%) The risk may materialise at some point.
Medium / High	4	Likely (60-80%) The risk will probably materialise.
High	5	Almost certain (80%+) The risk will materialise in most circumstances.

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


City of Wolverhampton Council – Strategic Risk Register

Risks reviewed by risk owners as reported to the Audit and Risk Committee

Risk Ref	Risk title and description	Alignment to the Our City, Our Plan	Previous Risk Score	Current Risk and Target Score	Direction of Travel	Rationale for target score and update position/further actions to mitigate risks	Sources of Assurance
01.	<p>Safeguarding Adults</p> <p>There is a risk of failure to safeguard the City's most vulnerable adults.</p> <p>Risk Owner: Becky Wilkinson Cabinet Member: Cllr J Jaspal</p>	Fulfilled lives for all with quality care for those that need it	12 Amber	<p>Current Score:</p> <p>L'hood: 4 Impact: 4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>		<p>Rationale for target risk score: The impact of this risk materialising, by its very nature, will always be significant hence a score of 4. However, through the work outlined below it is our aim to reduce the likelihood of this risk and therefore are targeting a score of 2.</p> <p>Update position and further actions to mitigate risks:</p> <p>There continues to be a month on month increase in Safeguarding referrals which impacts on the ability of Adult Social Care to ensure a timely response and has led to an increase in the time enquiries are taking.</p> <p>Whilst we have responded to the risks with additional temporary posts there are challenges with recruitment and shortage of suitably skilled agency social workers to fill temporary vacancies. There are a significant number of referrals that are inappropriate and do not meet the criteria for a safeguarding enquiry which need to be reviewed and actioned.</p> <p>The nature of referrals being received are more complex meaning they take longer to review and conclude.</p> <p>The long-term plan to manage the increase in demand is being considered through the Adult Social Care redesign.</p> <p>Workstream set up to review Family Front door and MASH responses.</p> <p>MASH Action Plan in place with regular review by Adult Leadership Team.</p> <p>Dashboard developed to help prioritise referrals.</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 implemented, this has enabled inappropriate safeguarding referrals to be screened and appropriately sign posted/responded to.</p> <p>Launch of local practice guidance to improve the appropriateness of referrals.</p> <p>Development of new pathways to provide a timelier response from the right team including Domestic Abuse pathway.</p>	<p>Monthly Adult Leadership performance meetings, team dashboards developed which provide performance information to Adult Leadership and Senior Leadership Teams.</p> <p>Thematic Dip Samples undertaken by Managers, and QA Team, Practice Weeks undertaken throughout the year.</p> <p>Multi-Agency Audits undertaken by MASH Management Board and WST. Performance reported at Quarterly MASH Management Board meetings.</p> <p>MASH Managers have daily meetings to review and oversee performance.</p> <p>Monthly Information Sharing meetings take place with Care Quality Commission and partner agencies to share concerns and plan actions to improve quality of services in the city.</p>
02.	<p>Social Care Providers Adults</p> <p>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 J Jaspal</p>	Fulfilled lives for all with quality care for those that need it	12 Amber	<p>Current Score:</p> <p>L'hood: 4 Impact: 3</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p>		<p>Rationale for target risk score:</p> <p>This is a national risk recognised by government as well as a local risk, the fair cost of care exercise indicated that Care Provider Fees were low In Wolverhampton that statistical neighbours, this has been rectified in the 2023/3 fee review and therefore lowers the likelihood of provider failure over time.</p> <p>Through the work outlined it is our aim to reduce the likelihood of this risk materialising however it is a national issue and therefore to some extent out of our control. As a result the target likelihood score it set at 3.</p> <p>Update position and further actions to mitigate risks:</p> <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. Risk of Providers being rated as inadequate following inspection post Covid. Cost of living crisis (inflation and increase in fuel prices) Workforce pressures - challenges with recruitment and retention of staff. Retention of experienced Registered Managers. <p>Risks to sustainability are being mitigated with:</p> <ul style="list-style-type: none"> Robust outbreak management processes and robust Quality Assurance Check (QAC) visits Use of the Care Quality Commission (CQC) Capacity tracker for updates from provider organisations 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>	<p>Fee uplift agreed at CRP February 2023 which has ensured Wolverhampton is paying a competitive rate for placements and addresses cost pressures highlighted by the sector.</p> <p>With respect to quality, work is underway with OneWolverhampton to produce a Quality Assurance Framework, which will be adopted by all partners and cover all aspects of residential care. This work will also seek to ensure a package of support and training is available for Registered Managers, particularly those new to role.</p> <p>Robust provider failure process, which ensures co-ordinated response and that people remain safe whilst alternative care arrangements are made.</p> <p>Increased activity taking place with WMADASS to understand the financial risk of regional and black country neighbouring authorities</p>


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03.	<p>Asylum and Refugees</p> <p>There is a risk that Council's fails to support new asylum seekers and refugees living in the city thus preventing community cohesion.</p> <p>Risk Owner: John Denley Cabinet Member: Cllr J Jaspal</p>	Healthy, inclusive communities	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 3</p> <p>6 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>Responsibility for asylum seekers in contingency hotels lies primarily with the Home Office. However, there are potential resource implications for CWC in supporting residents to access local services. Failure to manage this adequately could result in a lack of integration as well as impact on community cohesion. This risk is unlikely to materialise due to the robust processes adopted within the City by CWC and partners to ensure that asylum seekers are able to access support, this has led to an overall score of 6. These actions are outlined below.</p> <p>Update position and further actions to mitigate risks:</p> <p>Asylum: Wolverhampton currently hosts over 1300 Asylum seekers across dispersed (community-based accommodation) and Contingency Accommodation (2 Hotels). There is a robust and embedded process to mitigate risk and to ensure rapid escalation.</p> <ul style="list-style-type: none"> • Communication agreement with clear direct points of contact for referral, safeguarding and escalations with Lead Officer New communities and Migration being point of contact and support. • Monthly Serco Operational meeting with key partners and providers across 0-19 services, Education, Health, Social Care, Public Health and VCS in attendance to mitigate any risks and ensure remedial action is implemented. • Clear pathways have been implemented for access to intervention to reduce delays in integration and cohesion; VCS provide support based on individuals needs and to delivery workshops, ESOL and enhance access to education, funding is allocated for school uniform, bus tickets and priority support for school and educational access, additional access to City activities available to young people and adults- HAF. • RWT and ICB have ensured resource allocation to mitigate health inequalities; 0-19 inequalities team have a Health Visitor who works solely with both hotels and there are dedicated GP surgeries to ensure families are able to access Health and Wellbeing intervention without delay. • Strategic meetings are facilitated – cross organisationally to ensure regular communication and ensure any concerns are escalated via Regional Strategic Migration Partnership Asylum PWG without delay; and where required direct meetings with providers or Home Office have been and will continue to be facilitated. <p>Refugees: Wolverhampton has led via best practice for the welcoming of international Refugee via Home Office and DLUCH resettlement schemes; Syrian Vulnerable Person scheme, UK Resettlement scheme, Homes for Ukraine, Sudan BNO process, Afghan Resettlement Schemes.</p> <p>There is a robust model of reporting, intervention and coordinated approach to ensure the diverse and holistic needs and housing requirement for the arriving cohort are met, with consideration given to reducing impact on the host community.</p> <ul style="list-style-type: none"> • Properties- sourced to meet household need in the Private rented sector; located across the city to mitigate concentration and to enable better community cohesion. Properties are checked across partnership to ensure safe and suitable for arriving households. • Wrap around support- personalised needs led intervention delivered across partnership of VCS and the Local Authority to mitigate risk and enhance the opportunity integration and resettlement as equal citizens and lead fulfilled lives with access to the best future prospects. • Priority Health access- Health intervention funding allocated at place to enable the health and wellbeing needs of households be met with enhanced access to specialist intervention where requires e.g., SEND support. • Robust monitoring and review documentation and active communication with Home Office, DLUCH and Regional Strategic Migration Partnership. <p>Newly Granted Refugees – Via Asylum Discontinuation:</p> <ul style="list-style-type: none"> • Rapid intervention process embedded to mitigate the risk of homelessness and destitution withing the Local Authority. • Access to financial inclusion and full rapid assessment of needs to enable newly granted refugees access all entitled services and opportunities. • Working in partnership cross departmentally and organisationally, coordinating pathways based on household requirements and identified barriers to resettlement or cohesion. • Exploration of housing solutions to enhance housing and resettlement options without impact on host community. 	<ul style="list-style-type: none"> • Wolverhampton Migration Partnership Forward Plan- aligned to Wolverhampton migration Forum facilitating opportunity for partnership working to readdress and gaps in delivery and meet the needs of this cohort or escalate concerns that would impact cohesion. • Tender for Our People project up to £750k for 3 years to provide bespoke intervention to mitigate the risk and inequalities that may be experienced by household that are Refugee, Asylum and/or migrants. • Attendance at all relevant regional and national meetings to ensure a 'best practice' approach is embedded and any challenges can be highlighted for discussion and where possible remedial action. • Cross organisational and departmental delivery continues to ensure cohesive and interconnected approach to meeting the needs of the cohort and minimising risk. • Implementation of Asylum Discontinuation – Prevention Pilot to mitigate the impact of homelessness and destitution for individuals discontinued from Asylum provision. • Reporting and monitoring compliance as outlined by funders and/or Central Government. • Monitoring and review of service delivered by VCS on behalf of the Local Authority, implementing remedial action where required. • Local authority Structure and staffing implemented to mitigate the increased pressure of Asylum and Resettlement since 2021.

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04.	<p>Terrorism Threats – Places and Locations</p> <p>There is a risk the Council fails to implement appropriate anti-terrorism security measures for Council run events in accordance with legislative requirements, such as Martyn’s Law. Thus, posing risk to event attendees.</p> <p>Risk Owner: John Denley Cabinet Member: Cllr J Jaspal</p>	<p>Thriving economy in all parts of the city</p> <p>Healthy, Inclusive Communities</p>	N/A New Risk	<p>Current score: 8</p> <p>L’hood: 2 Impact:4</p> <p>8 Amber</p> <p>Target score: 6</p> <p>L’hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>There is a national threat level system is designed to give a broad indication of the likelihood of a terrorist attack and is set by the government’s Joint Terrorism Analysis Centre and security service MI5. Threat levels are designed to give a broad indication of the likelihood of a terrorist attack.</p> <p>The levels are:</p> <ul style="list-style-type: none"> • LOW: an attack is highly unlikely • MODERATE: an attack is possible, but not likely • SUBSTANTIAL: an attack is likely • SEVERE: an attack is highly likely • CRITICAL: an attack is highly likely in the near future <p>The current threat to the UK (England, Wales, Scotland and Northern Ireland) from terrorism is SUBSTANTIAL. With a national threat level of SUBSTANTIAL, we need to recognise this within our risk register and ensure, within Wolverhampton, we work across partners to mitigate this risk as much as possible. In terms of managing this risk whilst we could try to reduce the likelihood the impact remains high if the risk materialised.</p> <p>Update position and further actions to mitigate risks:</p> <p>Regular and routine communications with and inputs from West Midlands Counter Terrorism Police (WMCTP) via the Counter Terrorism Security Advisors including:</p> <ul style="list-style-type: none"> • School lock down procedures • Comprehensive training programme for CWC and partners • Security advice to events and design of new development schemes to reduce risk of vehicle as a weapon and other threats. • Good practice developments <p>Significant upcoming city events established as a standing item on the Protect and Prepare Board agenda with opportunity to raise concerns / identify response as required.</p> <p>The newly established Hostile Vehicle Mitigation Subgroup of the Protect and Prepare Board will hold a detailed work programme to continue to reduce risk over time.</p>	<p>Bi-monthly meetings of the Wolverhampton Protect and Prepare Board – strategic, multiagency membership aiming to ensure an appropriate level of joint working, preparedness and resilience to enable an effective multi-agency response to present and emerging terror-related threats that may have a significant impact on the safety of the city.</p> <p>Oversight of Protect and Prepare activity is governed by CONTEST Board. The Board receive regular reports from Counter Terrorism Police on ongoing and emerging risk and threat at international, national, regional and local levels plus information on key activity from the Protect and Prepare Board. Key decisions from Protect and Prepare Board are bought forward to CONTEST for endorsement / ratification.</p> <p>There is connected governance between Protect and Prepare Board and Local Resilience Board (LRB) with Protect and Prepare listed as a standing item on the LRB agenda. Information shared includes key activity of the PPB, opportunities for joint working plus any Protect and Prepare information that is specifically relevant / impactful to the Council.</p> <p>Key representative from the Local Resilience Board has been newly appointed as the Chair of the Training, Exercise and Learning Subgroup of the Protect and Prepare Board continuing the connectivity between the two Board structures.</p> <p>WMCTP undertake an annual review of Local Authority activity relating to Protect and Prepare which includes elements such as:</p> <ul style="list-style-type: none"> • Identified SRO • Established Board structure. • Breadth of partner membership and engagement • Progress of activity <p>WMCTP RAG rating for Wolverhampton 2022 – 2023 = Green</p>
05.	<p>Terrorism Threats - People</p> <p>There is a risk the Council and its local specified authority partners fail to respond to the Prevent Duty putting vulnerable people at increased risk of radicalisation.</p> <p>Risk Owner: John Denley Cabinet Member: Cllr J Jaspal</p>	Healthy Inclusive Communities	N/A New Risk	<p>Current score:</p> <p>L’hood: 1 Impact: 4</p> <p>4 Amber</p> <p>Target score:</p> <p>L’hood: 1 Impact: 4</p> <p>4 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The likelihood of non-compliance with the Prevent Duty is low, hence a score of 1. However, failure to discharge the Duty could lead to the Secretary of State issuing a direction to the Council via the powers within the Act and so the risk should continue to be monitored. This leads to an impact score of 4.</p> <p>Update position and further actions to mitigate risks:</p> <p>The Council has a nominated Prevent Lead dedicated to the delivery of activity related to the Duty.</p> <p>Risk and threat is monitored through the Counter Terrorism Local Profile and responded to through the local Counter Terrorism Situational Risk Assessment – part of the benchmarking activity required by the Duty.</p> <p>Routine communications, inputs and monitoring from the regional Home Office Prevent Advisor.</p> <p>Multiagency Prevent Delivery Group brings together local specified authority partners to ensure effective implementation of the partnership Prevent Delivery Plan.</p> <p>Monthly Channel Panel meetings to assess and support people who are at risk of being drawn into terrorism with the aim of providing a tailored package of interventions to address the individual’s needs and vulnerabilities, and to safeguard them from harm.</p> <p>Channel Chairs receive regular update training from the Home Office to ensure knowledge and skills are optimal.</p> <p>Development of Engagement Strategy and Communications Plan to strengthen messaging to local communities.</p> <p>Prevent Duty requirements embedded within procurement processes and new contracts for services.</p> <p>Ongoing monitoring of community relations and cohesion.</p>	<p>Oversight of the Prevent Delivery Plan by CONTEST Board with specified authority partners in attendance including Education, University of Wolverhampton, City of Wolverhampton College, Black Country Integrated Care Board (Place) and Royal Wolverhampton NHS Trust plus representation from Home Office and West Midlands Counter Terrorism Police – Prevent Team</p> <p>The Channel Panel Annual Assurance Statement forms part of the self-assessment for Local Authorities and is signed by the Chief Executive of the Council. It is submitted to the Home Office as evidence of compliance with Channel delivery and practice as required by Channel Statutory Duty Guidance 2020 issued under Section 36 (7) of the Counter Terrorism Security Act 2015. The Annual Assurance Statement provides a local benchmark against requirements contained within the guidance, identifying any areas for improvement to be progressed over the coming year.</p> <p>To corroborate the statement, a formal observation of Channel Panel is undertaken by the Home Office Regional Channel Quality Lead each year.</p> <p>The Home Office completes an annual assurance exercise to evaluate the extent to which the Local Authority is complying with and delivering against the Prevent Duty. This includes self-assessment against the Prevent Local Authority Benchmarking Assessment within the Prevent Duty Toolkit. Assessment is considered against ten benchmarks and a set of performance criteria, and involves regular audits, inspections/observations, feedback, and reviews.</p> <p>This exercise concludes annually with the Home Office Annual Prevent Duty Assurance Statement for Wolverhampton – a report summarising the benchmarking assessment scores and identifying areas of focus for the year ahead.</p>


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06.	<p>Inadequate rating from Care Quality Commission (CQC) inspection for Adult Social Care (ASC)</p> <p>There is a risk to public trust and confidence around service delivery and provision of ASC. This would have a negative reputational impact for the Council.</p> <p>Risk Owner: Becky Wilkinson Cabinet Member: Cllr J Jaspal</p>	Fulfilled lives for all with quality care for that need it.	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 5</p> <p>15 Red</p> <p>Target score:</p> <p>L'hood: 1 Impact: 5</p> <p>5 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The nature of this risk means that the impact will be always significant and therefore the target impact score remains at 5. However, we believe that it is possible to manage the likelihood of occurrence through the following actions and therefore the target likelihood score is 1:</p> <ul style="list-style-type: none"> Governance model to oversee inspection preparation work in place. Self – assessment in place and regularly reviewed and refined as necessary. Improvement plan being developed, and actions identified being worked on. <p>Update position and further actions to mitigate risks:</p> <p>Encompass continuous learning from pilot sites, inspection guidance and regional support.</p> <p>Continue to prepare the workforce in readiness for inspection.</p> <p>Commissioned Care Act training to revisit Care Act duties and compliance for workforce.</p>	<p>Quality Assurance Framework – Practice Weeks (Practice Conversations, Observations of practice and Dip Samples)</p> <p>Peer Review Feedback</p> <p>Performance Data</p> <p>Feedback from people</p>
07.	<p>Impact of future pandemics</p> <p>There is a risk to the utilisation of Council resources as a result of future pandemics.</p> <p>Risk Owner: John Denley Cabinet Member: Cllr J Jaspal</p>	Healthy, inclusive communities	N/A New Risk	<p>Current score:</p> <p>L'hood: 2 Impact:4</p> <p>8 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>A new pandemic remains one of the most serious risks facing the UK, though it is impossible to predict when it will occur. Its impact will depend on many factors including transmission route, attack rate, and severity of disease. The most likely cause remains a respiratory pathogen (as with Covid-19), even though a range of scenarios is possible. As such, the factors contributing to this risk are largely outside the control of the Council.</p> <p>Impact can be marginally minimised through support provided by national government in the form of funding and guidance. This would help the Council's Public Health team respond effectively to the health impact of the pandemic, as well as mitigate its financial impact on the Council due to reallocation of resources and potential lost revenue. However, that also remains outside of the Council's control.</p> <p>Update position and further actions to mitigate risks:</p> <p>The UK Health Security Agency (UKHSA) is responsible for developing national planning arrangements in relation to pandemics. Local pandemic planning and mitigation is coordinated through the resilience forum, with the Public Health, health protection team contributing as appropriate.</p>	<ul style="list-style-type: none"> Dialogue with UKSHA Contribution to resilience forum Appropriate training of staff Core Public Health skills and knowledge in Health Protection issues maintained Contributing and leading on preparedness plans and exercises – local and regional
08.	<p>Safeguarding Children</p> <p>Failure to safeguard the City's most vulnerable children.</p> <p>Risk Owner: Alison Hinds Cabinet Member: Cllr C Burden</p>	Strong families where children grow up well and achieve their potential	8 Amber	<p>Current Score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p> <p>Target score:</p> <p>L'hood: 1 Impact: 4</p> <p>4 Amber</p>		<p>Rationale for target risk score:</p> <p>The internal and external assurance that is in place ensures that the robust services we have in place as a council operate effectively as a partner within the statutory safeguarding partnership and hence the likelihood of the majority of vulnerable children not being safeguarded is low. However, whenever this happens and in particular with very serious incidents the impact for the council and for all those involved could be high.</p> <p>Update position and further actions to mitigate risks:</p> <p>There has been an increase in referrals to the MASH over the last 18 months which now place Wolverhampton above national and statistical neighbours in this area. This continues to be monitored and understood at performance management board.</p> <p>Mobilisation of remodelled services in child protection, family help and family networks and in our statutory safeguarding partnership arrangements from January 2023 under the DfE funded Families First for Children Pathfinder Programme will offer further opportunity to ensure services are offered to families at the earliest opportunity and test a remodelled multi agency response to child protection utilising Child Protection Lead Practitioners</p> <p>Although the annual turnover rate of social workers remain below national level workforce pressures remain high. Nationally and regionally, there is a shortage of suitable agency social workers to back fill temporary vacancies created by secondment opportunities, and maternity leave. This impacts particularly in the Strengthening Families Service. To mitigate this, we have created a peripatetic team of social workers and continue to recruit to these permanent posts, we are part of a regional MoU to manage the use of agency workers, We have rebranded our social work recruitment, and introduced additional incentives following a regional benchmarking process.</p> <p>There is a risk that the Council is unable to identify suitable placements registered with Ofsted for children in care particularly those with highly complex needs who are subject to a court authorised Deprivation of Liberty (DoL) Order, due to insufficient placement options.</p> <p>Where children's homes are identified these are at high cost due to the current market position. If not, placements can be identified alternative unregulated provision has to be considered.</p> <p>When an unregulated placement is made Ofsted are informed, there is regular senior management oversight, and the arrangements are regarded as temporary whilst alternative regulated options are secured. The opening of two small children's homes in Wolverhampton is in process and this will increase the internal sufficiency options.</p>	<p>Internal Quality Assurance report, alongside monthly analysis of performance information offers Senior Leadership Team reassurance regarding practice.</p> <p>Rereferrals into MASH 24 is 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. 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 promoting additional motivating factors to join Wolverhampton.</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 several 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> <p>Two recent independent thematic reviews on knife crime and exploitation have offered strong reassurance in this area.</p> <p>Regular oversight by senior leadership team of children placed in unregulated settings and liaison with Ofsted.</p>


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							Opening of two internal family homes for children in care will increase sufficiency. Children are given opportunity to be supported by an independent advocate.
09.	<p>Housing Regulator (Damp and Mould)</p> <p>There is a risk that the Council fails to address damp and mould issues in properties, which could lead to the death of a resident in the city.</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr S Evans</p>	Good homes in well-connected neighbourhoods	N/A New Risk	<p>Current score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>There is a well-established reporting mechanism in place for reporting issues related to damp and mould and a robust repair process to rectify the issue. The likelihood scores remain the same for current and target. The only way likelihood score will reduce is if the condition of existing stock is free from deficiencies before damp and mould occurs and therefore not present in the home. However, this is unlikely due to the age of existing stock, so current measures in place will allow for ease of reporting and rectifying to minimise the likelihood of severe cases resulting in death of a resident.</p> <p>The target impact score is remains at 4 on the basis there has been significant importance on improving processes and providing education material/support for residents and employees to identify and report any issues relating to damp and mould to allow the matter to be rectified. However, this has brought additional investment requirements to ensure systems are in place (SIRI) to allow the reporting of cases to be recorded/processed within required timescales. The impact of the death of a resident or any serious damp and mould case would bring severe reputational damage and failures in our existing processes.</p> <p>Update position and further actions to mitigate risks:</p> <p>The true extent of damp and mould in the cities private sector housing remains unknown as this can only be truly ascertained by inspection. A BRE conditions report has been commissioned for other purposes which will also provide a desktop assessment of the extent of damp and mould issues.</p> <p>Winter Plan 2023 – 2024 developed.</p> <p>The Private Sector Housing Service enforces:</p> <ul style="list-style-type: none"> • Adequate reasonably economic heating. • Insulation. • Ventilation such as extractor fans. • Landlords required to undertake professional mould removal required for more extensive issues. Works in default if necessary <p>Communication:</p> <ul style="list-style-type: none"> • Landlord Forum - Damp and mould advisory presentation to landlords. • Damp and mould mitigation advice leaflet provided in response to all enquiries regardless of whether they refer to damp and mould. • Website updated to provide educational information in relation to damp and mould. <p>Support provided:</p> <ul style="list-style-type: none"> • Damp and mould removal kits provided to PRS tenants. • Provision of household support fund. • Domestic thermometer / hygrometer provided to increase awareness of humidity in the home. <p>In the social housing sector, complaints received from residents whose homes are managed by a registered housing provider (not the Council) are sent to Private Sector Housing Enquiries. Registered Providers are regulated by the Regulator of Social Housing and are responsible for management of their stock. City Housing maintains communication through the Social Housing Provider Forum.</p> <p>Council owned housing stock is managed by four managing agents. Contract management of these organisations provides oversight and assurance of repairs (inc. DMC) and complaints. The largest managing agents is Wolverhampton Homes.</p> <p>The joint Wolverhampton Homes and City of Wolverhampton Council's (CWC) Damp, Mould and Condensation Working Group, formed in early 2022, and continues to regularly meet to drive service and system enhancements,</p> <p>Wolverhampton Homes, along with CWC colleagues, has continued to target reports of DMC from customers and has worked with its partners to develop predictive data to proactively identify 'at risk' homes.</p> <p>Regular reporting of DMC is reported to CWC. DMC is now included as one of the BIG 7 risks.</p> <p>Operationally, reporting of DMC has increased significantly. Increasing contractor capacity has been a challenge due to the labour shortage regionally. Performance against the 10 working day inspection and 20 working day 'works' target remain within target or tolerance.</p> <p>A programme of support is provided, including education and advice on DMC. Healthy Homes Advisors are in place. No access procedures have been strengthened. Knowledge sharing with ASC and CS have also been developed to support families with vulnerabilities. Since November 2022, WH has experienced a significant increase in DMC related service requests from customers; linked to increased awareness and proactively communications. All homes reporting DMC will be visited. The highest proportions of DMC reported are minor and treatable with cleaning and remedial works.</p>	<p>Audit Services: Private Sector Housing Enforcement Audit 2022 – 2023 – Overall conclusion was 'satisfactory', specifically noting:</p> <ul style="list-style-type: none"> • There is an effective mechanism in place for handling Private Sector Housing referrals. When, received they are triaged and allocated to Environmental Health officers, who action promptly. • New coding has been introduction to easily identify damp and mould cases. <p>Council housing BIG 7 risk reporting – monthly, quarterly data analysis. Annual reporting to Scrutiny.</p> <p>DMC risk protocols, now support a robust approach to hazards and risk management and encompass the principles of the Housing Health and Safety Rating System (HHSRS).</p> <p>KPI's to monitor remedial work timescales related to Disrepair Claims have been introduced since April 2023 and are reported quarterly to WH Board and CWC's WHDPQMG.</p> <p>Complaints handling KPI and Tenant Satisfaction Measures.</p>

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						<p>Staffing and financial resources have needed to be reallocated to DMC to meet the increase in demand. Contractors have also been requested to increase labour resources. This has had limited success due to the region wide shortage in suitable labour. The repairs budget overspend is contributed to by DMC requests.</p> <p>Further actions to mitigate risk include the following:</p> <ul style="list-style-type: none"> • Department equality plan to assess impact of language on DMC cases and case handling. • Continued analysis of rent arrears and the link to DMC, i.e., the ability to afford appropriate heating and warmth. Link to EPC and property condition. • WH has further refined its Predictive Data Analytics tool in collaboration with the Housing Management system provider, NEC. Using algorithms to predict homes that may be at a greater risk of mould forming. 	
10.	<p>Negative assessment against the Consumer Standards – Social Housing (Regulation) Act.</p> <p>Implementation of the Act has redefined the legislative landscape with the Regulator of Social Housing taking a more robust, proactive approach. A new regulatory regime includes publication of performance data, In-Depth Assessments (IDA) and Inspection (4 Yearly)</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr S Evans</p>	Good Homes in well-connected neighbourhoods	N/A New Risk	<p>Current score:</p> <p>L'hood: 4 Impact: 4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The rationale for a current likelihood target of 4 is the number of improvement tasks identified and these are being worked through to deliver a reduced target of 2 once all the actions recommended have been delivered to meet the requirements of the Regulator for all Managing Agents. The team are currently undergoing a restructure to ensure the resources are in place and fit for purpose to meet the new regulations.</p> <p>The rationale for a current impact score of 4 is to acknowledge there is a lot of work to be undertaken and maintain with all Managing Agents to avoid a negative assessment by the Regulator and this will remain a target score until such time all workstreams have been delivered to ensure the Council is in the best position for the inspections. Should the outcome be negative, this could bring reputational damage to the Council in its responsibility as a Housing Authority.</p> <p>Update position and further actions to mitigate risks:</p> <ul style="list-style-type: none"> • Management agreement between CWC and WH to be updated. • Shareholder Board to be established, • Stronger client and governance arrangements • Annual reporting to Scrutiny. • Re-establish performance reporting to Cabinet. • 	<ul style="list-style-type: none"> • Savills review of compliance against the consumer standards • Campbell Tickell review of the management arrangement between CWC and WH • Scrutiny Board approval of recommendations to strengthen governance, reporting and clienting. • Intention to update management agreement and develop Shareholder Board – being progressed by Legal. • Restructure of Landlord Services within the Councils City Housing Team will strengthen the ability of the Council to respond to regulation and inspection
11.	<p>Housing Supply</p> <p>There is a risk that the city will not have a suitable housing supply to meet the needs of residents.</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr S Evans</p>	Good Homes in well-connected neighbourhoods	N/A New Risk	<p>Current score:</p> <p>L'hood: 4 Impact: 4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The rationale for a current likelihood score of 4 is the increasing pressure and challenges of the housing needs of our residents. A target score of 2 will ensure the Council works towards exploring every opportunity to increase its housing supply through a number of programmes to add units to its stock.</p> <p>The rationale for a current impact of 4 is that we should not be able to meet the housing demands, the waiting list will increase, and vulnerable residents may need rehousing in temporary accommodation. The target score of 4 will remain as current data research shows the demographics of our residents will increase the demand for council accommodation, including specialist/supported units, for many years to come.</p> <p>Update position and further actions to mitigate risks:</p> <ul style="list-style-type: none"> • Continuing information and education on housing availability to residents, officers, and Cllrs • Increased support to engage with the private rented sector and landlords directly (e.g., Call Us First, Landlord Forum) to provide access to and maintain tenancies. • Homelessness Task and Finish Group monitoring homelessness numbers, TA use and spend. Identifying improvements and better value TA. • Housing support fund funded by the HRA available to support tenants to remain in their homes where increasing rent costs are unaffordable. • Money Smart Service through WH available • Homelessness Service provided from the Civic 5 days a week; seeing increasing footfall. • Housing Development Team restructured and appropriately resourced to establish a housing development pipeline and access Homes England and WMCA funding. 	<ul style="list-style-type: none"> • KPI data on evictions and rent arrears highlight that that rent loss is relatively low compared to peer landlord. • Evictions from council housing remain low (<20pa) – further analysis via the DEP to be completed. • Call Us First Team – capacity expanded with staff recruited. • Ongoing local conversations with Homes England, early indication of support for schemes and larger regeneration proposals • Early conversations between planning and housing relating to housing development – although ongoing challenges around HRA land which over the years has been designated open space or trees. • Continue to explore the options for face-to-face housing advice in the city.


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12.	<p>Housing Standards</p> <p>There is a risk that housing standards in the city are not maintained or are poor, which could cause risk to health.</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr S Evans</p>	Good Homes in well-connected neighbourhoods	N/A New Risk	<p>Current score:</p> <p>L'hood: 4 Impact: 4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The rationale for the current likelihood score of 4 is due to ageing stock, poor energy performing homes and investment requirements. The target score of 2 is due to the HRA Business Plan for a number of investment programmes to address poor condition council homes.</p> <p>The rationale for the current impact score of 4 is to recognise the challenges of the HRA and the investment required to maintain existing stock and improve the standard of housing offer across the city. The target score of 4 will remain until such time additional funding is available and funding opportunities explored to deliver improved and better-quality stock within the city.</p> <p>Update position and further actions to mitigate risks:</p> <ul style="list-style-type: none"> Strengthening HRA Business Plan development process to provide greater engagement with Councillors on investment plans and options. Non-traditional stock investment planned, and area renewal programmes planned, with initial Cabinet approvals in place for phase 1; redevelopment of New Park Village and the Tarran Bungalows. Retrofit programme of £27.5m to improve 414 not-trads across the city started May 2023. Capital programme approved for new build programme, estate remodelling, disabled adaptations, Decent Homes stock condition improvements and other stock improvements (inc. structural works, lifts, fire safety in med and high rise, roofing, door security and remedial works to non-trads). 	<ul style="list-style-type: none"> Wolverhampton Homes Delivery Plan Quarterly Monitoring Group, chaired by the Cabinet Member, provides review of delivery plan objectives, KPIs and financial performance. The WH/CWC Financial Information Group, chaired by the Director of Finance, provides financial monitoring and scrutiny, including the repairs and capital investment programmes. Savills review of HRA Demonstrable improvements to Council housing stock, including fire safety (sprinklers, fire doors) and high-rise improvements. Known stock improvement pressures are considered and further scrutiny and oversight will be provided to Councillors, in particular about investment / disinvestment options. Excellent performance under the BIG 7 risks; fire, asbestos, gas, electrical, legionella, lifts, DMC Part of the TPAS EGAGE project on high rise fire safety Housing Assistance Policy to be reviewed to ensure ongoing suitability. Success in attracting energy funding for private homes. <p>Audit Services: Private Sector Housing Enforcement Audit 2022 – 2023 – Overall conclusion was 'satisfactory', specifically noting:</p> <ul style="list-style-type: none"> There is an effective mechanism in place for handling Private Sector Housing referrals. When, received they are triaged and allocated to Environmental Health officers, who action promptly. New coding has been introduction to easily identify damp and mould cases.
13.	<p>Cyber Security</p> <p>There is a risk of failure to maintain a high level of cyber security (technology, processes and awareness) which result in cyber-attacks and theft/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	<p>Current:</p> <p>L'hood: 4 Impact:3</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 2</p> <p>6 Amber</p>		<p>Rationale for target risk score:</p> <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>There is ongoing work to improve the council's security posture to reduce the likelihood and impact of constantly changing threats. Cyber security at the Council is externally verified through both PSN accreditation and Cyber Essentials Plus accreditation.</p> <p>The Council manages the risk through effective controls. However, due to the sensitivity in respect to this area, we cannot provide detailed information here which may compromise the council's security.</p> <p>Update position and further actions to mitigate risks:</p> <p>Digital and IT continue to deploy enhancements to further improve security and, 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 and bespoke training and awareness sessions dependent on role in development. Technology and digital solutions – including roll out of new technology solutions to further tighten security. <p>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. PSN compliance was achieved again in March 2023. Assessment of the council's cyber security posture is also provided by Microsoft.</p> <p>Internal Audit review of Cyber Security and Disaster Recovery gave satisfactory assurance.</p> <p>Regular updates provided to Resilience Board, SEB and Cabinet Member.</p> <p>A detailed update was provided to Audit and Risk Committee in July 2022, a link to the meeting papers and minutes is available here.</p>
14.	<p>Major Core System Failures</p> <p>There is a risk that core digital and IT systems, or their providers, fail resulting in an impact on the delivery of services.</p> <p>Risk Owner: Charlotte Johns Cabinet Member: Cllr O Ahmed</p>	Driven by digital	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 2</p> <p>4 Green</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>We continue to work to mitigate against the impact and likelihood of core systems failing, through robust management of our IT infrastructure and management of contracts with key suppliers. Leading to a target likelihood score of 2. Through effective contingency plans already place and tested we believe we can manage this risk and reduce the impact to a score of 2.</p> <p>Update position and further actions to mitigate risks:</p> <p>Regular and robust contract management with key suppliers of systems is in place to mitigate against supplier failure which may impact on the delivery of systems.</p> <p>Ongoing work to ensure effective IT infrastructure and systems, which links to wider work including cyber security (see risk 12).</p>	<p>Regular and robust contract management with key suppliers of systems is in place to mitigate against supplier failure which may impact on the delivery of systems.</p> <p>Ongoing work to ensure effective IT infrastructure and systems, which links to wider work including assurance such as PSN and Cyber Essentials Plus.</p>

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15.	<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: David Pattison Cabinet Member: Cllr C Collingswood</p>	Climate conscious	6 Amber	<p>Current Score: L'hood: 2 Impact: 3 6 Amber</p> <p>Target score: L'hood: 1 Impact: 3 3 Green</p>	↔	<p>Rationale for target risk score:</p> <p>The impact of not meeting our Net Zero target by the end of 2028 is likely to be significant and has an impact of 3 the likelihood of this target not being met is 2, following detailed consideration of the current progress at the relevant scrutiny panel in October 2023.</p> <p>Update position and further actions to mitigate risks:</p> <p>The Council's Climate Change Net zero commitment was made in 2019 and a detailed action plan set by Council in 2020 and amended in 2. 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>As set out in the scoring update a detailed report was taken to scrutiny panel in October 2023 setting out progress against the target.</p> <p>Following the Internal Audit report covering the position in late 2022/early 2023 several urgent steps have been taken to provide additional assurance that the target will be met. These include:</p> <ul style="list-style-type: none"> • The Council's Chief Operating Officer appointed as the Senior Responsible Officer • New Head of green Cities and Circular Economy and other staffing resources put in place including a detailed programme board. • The minutes and papers relating to the Climate Change Advisory Group meetings are being made public. • A number of additional steps have been taken to ensure we are on track to meet the commitment including the launch of a HVO (Hydrotreated Vegetable Oil) fuel pilot significantly reducing the climate impact of the Council's fleet whilst we work towards full electrification of the fleet. <p>Funding for external resource identified to support delivering 2041 strategy – strategy is being worked up and will be taken to Scrutiny Panel in early 2024 for pre decision scrutiny.</p> <p>Training for Carbon Literacy course rolled out across organisation, opportunities for further training in 2023/24 being explored.</p>	<p>Governance and action plan monitoring arrangements in place.</p> <p>Quarterly update to Member reference panel (Climate Change Advisory Group).</p> <p>Internal audit review undertaken in March 2023 of the 2028 Climate Change Action Plan. Monthly Programme Board has been established – with full supporting team now in place to provide the necessary support to deliver.</p> <p>Regular reporting against action plan now taking place and will be brought through to Climate Change Advisory Group and paper reporting on substantial progress made will be brought to Climate Change, Housing and Communities Scrutiny Panel in October 2023.</p>

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16.	<p>Private Hire Vehicle Growth</p> <p>There is a reputational risk where members of the public are injured or harmed as a result of using private hire vehicles licensed by the Council.</p> <p>Risk Owner: John Roseblade Cabinet Member: Cllr C Collingswood</p>	Our Council	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 4</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>Whilst the service continues to introduce additional safeguarding measures which are discussed below, the relative risk of untoward or criminal behaviour of a driver licensed by CWC continues to increase as the numbers of licensed drivers increases. Despite having robust licensing, monitoring and enforcement operations the likelihood of such an event post licensing is beyond the direct control of CWC and as such likelihood scores remain the same for current and Target. The only way likelihood score will reduce is if the number of licensed drivers reduces which will in all likelihood require a change in legislation.</p> <p>The target impact score is reduced to 3 on the basis that the team are implementing the detailed findings of an internal audit and external review. Whilst the findings demonstrated a well-managed and robust service with many areas of good practice there are several enhancements to the current operations which the team are working to implement urgently.</p> <p>Update position and further actions to mitigate risks:</p> <p>As with any regulatory scheme, there is an inherent risk that those being regulated will breach the regulations. Even a perfect applicant on paper can go on to commit serious offences and the Council is limited to what it can require from applicants without being successfully appealed in court or being subject to judicial review. Whilst the likelihood of a serious incident has increased, due to the increase of drivers from 1k to 35k, the risk is further mitigated due to the following:</p> <ul style="list-style-type: none"> Digitisation of applications, reducing the chances of administration and human error relating to paper/written records. Increased financial resources allowing the Council to take advantage of further technological solutions, such as APIs to automate checking of information with databases in other organisations. More experience with investigating licence holders. Ability to attract investigatory talent from other licensing authorities due to the reputation of the Council as an industry leader. <p>The Council was the first in the country to undertake daily DBS checks of its drivers, with 32,000/35,000 on the Update Service. Work is ongoing to increase this percentage, however three-year licences issued prior to April 2021 have not yet had the chance to renew.</p> <p>The Council is developing its own 'Access to Driver Data' Application Programming Interface (API) with the DVLA, allowing more frequent checks of drivers driving licences.</p> <p>The council is working with the National Anti-Fraud Network (NAFN) to be the first authority with an API with the National Register of Refusals, Revocations and Suspensions (NR3S). This will allow the Council to check every day if a driver has lost their licence elsewhere in the country without telling the Council.</p>	<p>An annual internal audit is being undertaken, with a report for 2023 drafted.</p> <p>An external audit by Bevan Brittan has been undertaken, with a report drafted.</p> <p>Chair the West Midlands Taxi Licensing Authorities Officer Working Group</p> <p>Member of West Mercia Taxi Licensing Authorities Officer Working Group</p> <p>Member of National Association of Licensing Enforcement Officers (NALEO)</p> <p>Member of Institute of Licensing</p> <p>Regularly in contact with the Department for Transport, who are interested in the technological solutions we apply, have approved the legitimacy of the licensing regime and have not raised concerns.</p> <p>Medical certification of all driver applicants is undertaken by General Medical Council (GMC) certified medical practitioners.</p> <p>All MOT testing stations are green rated by the Driver and Vehicle Standards Agency (DVSA)</p> <p>Right to work verification uses state of the art document scanners, comparable to what is used at airport border control. An illegal immigrant was caught using this system.</p> <p>Legal advice, often from KC, has been sought throughout the transformation and is acted in accordance with.</p> <p>Our decision-making processes have been highlighted by the Home Office as regional best practice.</p> <p>From 1 October 2022 to 30 September 2023, Wolverhampton undertook 421 compliance operations across the country. This resulted in 151 vehicles being suspended.</p> <p>In partnership with local councils, the Council has compliance teams based in a northern office in Cheshire and an eastern office in Leicestershire. This provides a base for them to operator from and undertake checks on drivers across those regions.</p> <p>South Staffordshire Council have entrusted its taxi licensing function to the Council.</p> <p>All training is undertaken by Worcestershire County Council.</p> <p>All licence holders are checked with the Disclosure and Barring Service, at the appropriate level.</p>
17.	<p>Employee Wellbeing</p> <p>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	<p>Current Score:</p> <p>L'hood: 4 Impact: 3</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 4 Impact: :2</p> <p>8 Amber</p>		<p>Rationale for target risk score:</p> <p>Whilst sickness absence locally and nationally is on the rise it is envisaged that with the proactive measures and support being put in place this will support the Council in reducing sickness absence and improving the health and wellbeing our workforce. There are external factors that are outside of our control i.e employees waiting for operations which affect our ability to mitigate this risk but with what is within our control we can aim to have 8 Amber as a realistic future target.</p> <p>Update position and further actions to mitigate risks:</p> <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 workouts 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 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>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>

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						<p>The Organisational Development team 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.</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>We have completed an employee Mental Health survey, analysed the results, and prepared an action plan to respond to our employees needs in terms of support, advice and guidance as mental health sickness absence continues to be on the increase within the Council and nationally.</p> <p>Organisational Development (OD) have commissioned the creation of a Wellbeing Data Dashboard. The dashboard will allow for deeper analysis of the correlation between Learning and Development Opportunities at all levels and the impact on rates of sickness. This will allow a proactive and targeted approach to supporting employees accessing wellbeing training opportunities and support.</p> <p>Our Employee Assistance Programme is being reviewed – the results of the mental health survey will help inform the procurement exercise for this and the content of the Our People Portal is under review in response to the mental health survey outcomes.</p> <p>Mental wellbeing learning & development offer has been enhanced from a personal and professional perspective. Training included Mental Health England Mental Health Awareness accredited training, NHS Suicide Prevention Workshops and a future roll out of Substance Misuse Insight, delivered by key community partners.</p>	
18.	<p>Information Governance</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>Risk Owner: David Pattison Cabinet Member: Cllr P Brookfield</p>	Our Council	6 Amber	<p>Current Score:</p> <p>L'hood: 4 Impact:4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood:3 Impact:4</p> <p>12 Amber</p>		<p>Rationale for target risk score:</p> <p>The risk has increased for IG overall this year due to the increased risk regarding cyber. The likelihood and impact rating have both increased due to the volatile cyber environment and evolving threats within this arena. Over the last few months there has been a noted increase in cyber breaches being reported, in particular those of third-party suppliers. Although Cyber risk falls under Digital and IT arena, there are operational considerations in terms of process, policy, and training to mitigate risks to Council data and by implementing these we aim to have a target score of 12 Amber.</p> <p>Update position and further actions to mitigate risks:</p> <p>To ensure that our due diligence processes through our supply chains remain rigorous and compliant, a review of our current processes and procedures is planned and collaborative work with Procurement and Legal has been scheduled into the IG work programme for the year. In addition, ongoing collaborative work continues with Digital and IT in terms of the execution and delivery of their cyber action plan.</p> <p>Mandatory training levels continue to be 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. A new Data Breach management dashboard has also been developed which will provide more trend and targeted reporting of breaches; implementation has been delayed but is scheduled for Q3. A series of short raising awareness communications have been scheduled with internal Communications to highlight IG and Cyber themes. Incidents reported during the period have been contained, investigated with mitigating actions put in place locally with relevant teams.</p> <p>Further actions to mitigate risk include the following:</p> <ul style="list-style-type: none"> Execute the ongoing training and awareness raising plan around IG and Cyber risk – continue to schedule communication through city people, Operational Management network forums and leaderships meetings to raise current risk themes. Continue to collaborate with Digital and IT on cyber risk. Robustly monitor the mandatory training levels via new dashboard to ensure above 95% take up in any given period. Further discussion arranged with OD to finalise and rollout of Level 2 and level 3 training for specialist roles. Continue to provide ad hoc training as requested or where required. Progress the collaboration with Audit Services to support the DPO reporting function and ongoing corporate compliance assurance. Caldicott Guardian meetings have been rescheduled and initial meeting held with new CGs. 	<p>E-learning take up and ongoing training development.</p> <p>Communications and awareness raising of IG and Cyber themes has been scheduled for the year.</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 2023.</p>

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19.	<p>Employee recruitment and retention</p> <p>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</p> <p>Risk Owners: Laura Phillips Cabinet Member: Councillor P Brookfield</p>	Our Council	9 Amber	<p>Current Score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p>	↔	<p>Rationale for target risk score:</p> <p>Recruitment and Retention is a local and national issue that has been exacerbated by the effects of Covid. UK wide issues related to talent demand and availability due to covid. The council is responding by ensuring flexibility, agility and placing more of an emphasis on growing our own. Further initiatives such as succession planning will also support the council to respond to this risk however, due to the number of external factors and our increase in turnover (still below national levels) we are maintaining a target of 9 Amber as we believe the likelihood and impact will remain at 3 for some time until there are changes in the market.</p> <p>Update position and further actions to mitigate risks:</p> <p>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.</p> <p>Our current turnover rate remains at 10.7% 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.</p> <p>As an example of the issues being faced, the average turnover for Children's 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.</p> <p>Further actions to mitigate risk include the following:</p> <p>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.</p> <p>We have reviewed employee benefits to ensure we have an attractive and competitive offer (changed 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. – now offer re-imbursement of costs for the blue card scheme and payment of professional body membership that is a legal requirement to undertake certain roles.</p> <p>As per Our People strategy we continue to have a strong emphasis on employee development, progression and 'growing our own'.</p> <p>Removal of artificial barriers from job descriptions/person specifications. Updated advert template with employee benefits.</p> <p>National/local graduate programme, collaborative recruitment with Wolves at Work 18–24-year-olds for specific posts.</p> <p>Recruited a Recruitment and Retention lead within People Services to lead on our response.</p>	<p>Introduction of exit interview to understand why employees leave the employment of the council</p> <p>Market forces policy</p> <p>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.</p> <p>Our People Board</p> <p>Benchmarking against other Local Authorities</p>
20.	<p>Equal Pay</p> <p>Due to potential unapproved local working practices, and new case law, there is a risk the Council could be exposed to future equal pay claims, thus impacting Council resources.</p> <p>Risk Owner: David Pattison Cabinet Member: Cllr P Brookfield</p>	Fair and Equal	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact:4</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 4</p> <p>12 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>Although we have procedural assurance in place for the risk associated with equal pay, based on observations nationally it is appropriate to retain the target risk at the current risk level and for us to continue to monitor and mitigate the risk.</p> <p>Update position and further actions to mitigate risks:</p> <p>The Council has a job evaluation scheme in place for the evaluation of posts on NJC terms and conditions.</p> <p>The Council implemented the Single Status Collective Agreement on 1 April 2013. This agreement provides assurance that employees on NJC terms and conditions are employed under an equality proof pay and grading model.</p> <p>The Collective Agreement was subsequently revised in 2019 in order to accommodate changes to local pay points as a result of the annual pay award.</p> <p>There are clear governance arrangements in place, through the Pay Strategy Board, to oversee and maintain the integrity of the Collective Agreement.</p> <p>There are appropriate policies and guides for managers to ensure they apply the terms of the Collective Agreement.</p> <p>Payroll Services gate keep the integrity of the Collective Agreement as they will only accept payroll related changes based on instructions from the Pay Strategy Board and Human Resource Officers.</p> <p>Periodic audits of the Council's payroll system take place to ensure all payments and allowances have been applied in accordance with the Collective Agreement.</p>	<p>Councils job evaluation scheme.</p> <p>Internal audit report provides satisfactory assurance.</p> <p>External audit to review job evaluation scheme and process.</p> <p>External legal advice.</p> <p>Pay Strategy Board approvals of job evaluation and ensuring the integrity of job evaluation.</p> <p>Union involvement in job evaluation.</p>

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						The Council therefore concludes that it is structurally sound in relation to the equal pay risk based on the information before it.	
21.	<p>Health & Safety of Council Employees</p> <p>There is a risk of serious injury, or death, to an employee of the Council where health and safety legislative requirements have not been implemented or followed.</p> <p>Risk Owner: David Pattison Cabinet Member: Cllr P Brookfield</p>	Our Council	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 4</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p>	N/A New Risk	<p>Rationale for target risk score: The Council believes it has a sound and detailed set of procedures/policies in place to manage health and safety but recognises that whilst structurally there is a sound system there will at times be the risk that this does not lead into practice in certain instances and the key is ensuring that the practice reflects the policies and structures agreed.</p> <p>Update position and further actions to mitigate risks: City of Wolverhampton Council has its general legal responsibilities outlined in Health and Safety at Work etc. Act 1974.</p> <p>City of Wolverhampton Council has a Corporate Health and Safety Policy which outlines its aim to achieve so far as is reasonably practicable the health, safety and wellbeing of employees (Statement of Intent) The Policy also describes responsibilities for implementing the Councils health and safety arrangements (Organisational Responsibilities). Finally, the Policy describes the arrangements for ensuring communication and implementation of its Policy (Organisational Arrangements). The policy is signed by the Chief Executive and Leader of the Council.</p> <p>City of Wolverhampton Council has a dedicated health and safety team who report to the Chief Operating Officer. The team provide support to all services (including schools) on the implementation of effective health and safety policy and arrangements. The team which has been invested in the previous 3 years and which has expanded in numbers, is made up of qualified health and safety professionals with appropriate skills, knowledge, and experience to deliver to the needs of the organisation.</p> <p>Health and safety arrangements include 6 operational health and safety groups which all services are represented at, and which are chaired by a Head of Service with appropriate decision-making authority. These groups form a key element of health and safety communication, both up and down the organisation.</p> <p>These operational groups all report into the Strategic Health Safety and Wellbeing Board chaired by the Chief Operating Officer on behalf of the Chief Executive.</p>	<p>Director with nominated responsibility for health and safety ensuring visibility of health and safety management at SEB (Chief Operating Officer)</p> <p>Quarterly health and safety reports to Cabinet Member and Chief Executive</p> <p>Annual health and safety report to Cabinet</p> <p>Review of reported health and safety data including incident reports at Strategic Health Safety and Wellbeing Board</p>
22.	<p>Reinforced Autoclaved Aerated Concrete (RAAC)</p> <p>There is risk that Council owned buildings may have to closed where the use of RAAC has been identified, which potentially has an impact on service delivery.</p> <p>Risk Owner: Julia Nock Cabinet Member: Cllr P Brookfield</p>	Our Council	N/A New Risk	<p>Current score:</p> <p>L'hood: 3 Impact: 5</p> <p>15 Red</p> <p>Target score:</p> <p>L'hood: 1 Impact: 4</p> <p>4 Amber</p>	N/A New Risk	<p>Rationale for target risk score: City Assets Service are reviewing all Council owned buildings (excluding Schools and Housing) within a short timescale utilising a methodical process. This will ascertain whether any buildings contain RAAC, and if any is identified action will be taken to address. A realistic target score to manage this risk would be a low likelihood score, however if RAAC was identified in any of the Council's assets the impact would be high in terms of disruption in delivering Council services.</p> <p>Update position and further actions to mitigate risks: School position now understood. Non- school buildings – work has begun to identify potential locations using DFE methodology:</p> <ol style="list-style-type: none"> 1. Desk top exercise 2. Initial site visit assessments 3. Where potential RAAC is identified get specialist to review and provide a mitigation solution 4. Implement mitigation and monitoring scheme. <p>Currently at stage 1 – 300 sites to review for desktop work.</p> <p>This work will de-risk significantly as we will understand far better the estate for RAAC and will be able to implement good systems of practice to manage.</p>	<p>Using established DFE process for RAAC identification.</p> <p>Large range of experienced staff who have good knowledge of the estate over a large number of years.</p>
23.	<p>High Unemployment</p> <p>There is a risk that historic levels of high unemployment will remain in the city without a systemic shift by a range of partners, as articulated in the city Education, Skills and Employment Strategy.</p> <p>Risk Owner: Charlotte Johns Cabinet Member: Cllr J Coogan</p>	<p>Thriving Economy in all parts of the city</p> <p>More local people into good jobs and training</p>	16 Red	<p>Current Score:</p> <p>L'hood: 4 Impact: 4</p> <p>16 Red</p> <p>Target score:</p> <p>L'hood: 4 Impact: 3</p> <p>12 Amber</p>		<p>Rationale for target risk score: Claimant count has been historically high within Wolverhampton, and remains so, representing a whole city systemic challenge, which results in a likelihood score of 4.</p> <p>In September 2023 Full Council approved the Education, Skills and Employment Strategy which sets out a whole life approach to learning and work which support children, young people and adults to thrive. This has led to a target impact score of 3.</p> <p>Update position and further actions to mitigate risks: Delivery of the Education, Skills and Employment Strategy will require a whole system, whole city approach to support children, young people and adults to thrive. Delivery will be driven through robust partnership mechanisms.</p>	<p>In September 2023 Full Council approved the Education, Skills and Employment Strategy which sets out a whole life approach to learning and work which support children, young people, and adults to thrive. This is supported by a performance management framework and will be delivered through an action plan and specific change projects governed via the Wolves@Work Programme Board.</p> <p>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. There are also key partnership groups to oversee progress including the Education Skills and Employment Board, and specific partnerships with key partners such as DWP.</p> <p>The performance framework is supplemented by detailed monthly analysis of the unemployment data in the city and have provided comprehensive analysis of the historical picture and present trends. A performance framework for the Education.</p>

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24.	<p>Business Support</p> <p>There is a risk that economic challenges impact negatively on local businesses and they cannot access appropriate support to thrive.</p> <p>Risk Owner: Charlotte Johns Cabinet Member: Cllr S Simkins</p>	Thriving economy in all parts of the city	8 Amber	<p>Current Score:</p> <p>L'hood: 4 Impact: 2</p> <p>8 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 2</p> <p>6 Amber</p>	↔	<p>Rationale for target risk score:</p> <p>The regional and local business support landscape has changed. There are key issues such as low carbon, shifting government policy and reduced funding envelope. On 1 April 2023 Local Enterprise Partnership (LEP) functions integrated into the West Midlands Combined Authority. The regional Business Growth West Midlands was launched in September 2023. Alongside this the council has been exploring what a Council business support offer looks like in this new context.</p> <p>Establishing a coherent business support offer for the city which reduces fragmentation and delivers Our City: Our Plan is a priority to reduce the risk that local businesses cannot access the appropriate support to survive. This leads to us targeting to reduce the likelihood score to 3.</p> <p>Update position and further actions to mitigate risks:</p> <p>The business growth offer, funded via UKSPF, includes advisor support and grants to local businesses including low carbon support. Furthermore, as part of the business support offer, the council continues to work in partnership with the University of Wolverhampton and the Black County Chamber of Commerce to offer support to new and young businesses at Ignite. This is a free to use business and enterprise hub which offers professional environment and business advice and guidance working with partners and private sector.</p>	<p>Qualitative and quantitative economic data including business intelligence is used at a regional and local level to ensure that the business support ecosystem is appropriately responding to need.</p> <p>Project governance established with regular reporting to SEB and Cabinet Member.</p>
25.	<p>Reputation / Loss of Public Trust</p> <p>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 S Simkins</p>	Our Council	10 Amber	<p>Current Score:</p> <p>L'hood: 2 Impact: 5</p> <p>10 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 5</p> <p>10 Amber</p>	↔	<p>Rationale for target risk score:</p> <p>Reputational issues have the potential to carry significant risk which is recognised by the high impact level. The council is not currently facing significant issues around key reputational issues (e.g., cost of living / financial position) so the likelihood is low at present.</p> <p>Update position and further actions to mitigate risks:</p> <p>Maintaining public trust and confidence is essential to the effective and efficient operation of public services. The way in which the Council delivers upon local people's priorities and how it deals with old, new and emerging challenges e.g., council finances, the pandemic, cost of living crisis, helps determine levels of trust and confidence which are essential to measuring reputation. The Council is delivering several key city priorities that need to be delivered efficiently and effectively 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 last year 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. Keeping stakeholders informed through proactive and sustained communication will help to demonstrate 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 support service leads to provide timely, relevant, and accurate information on council services in order to build and maintain public trust and confidence in the council.</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 last year, a bespoke communications strategy and plan was developed and is being delivered. 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 early this year to ensure residents are aware of what support is available and how to access it.</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 the Customer Relationship Management (CRM) system 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. Reviewing data for those accessing Cost of Living (COL) support</p> <p>The support content is currently under review and will be updated as appropriate.</p>

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26.	<p>City Centres – Council Led Development Projects</p> <p>There is a potential impact on the City if the Council does 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>Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins</p>	<p>Thriving economy in all parts of the city</p> <p>Good homes in well-connected neighbourhoods</p>	12 Amber	<p>Current Score:</p> <p>L'hood: 3 Impact:4</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p>	↔	<p>Rationale for target risk score:</p> <p>It may be difficult to reduce the potential impact of this risk occurring owing to the potential impact on the city of key capital schemes not being delivered and therefore not delivering outputs and outcomes. There is therefore a focus on minimising the likelihood of the risk (to a score of 2) resulting in an overall target score of 8.</p> <p>Update position and further actions to mitigate risks:</p> <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 Regeneration Capital Projects Board ensure that the mandates for projects are fulfilled with cross directorate decision making forum aligning with the corporate assurance decision making processes. This will provide continued assurance and escalation processes for key capital programmes.</p> <p>Further actions to mitigate risk include the following:</p> <ul style="list-style-type: none"> A resource plan is being developed to review externally funded programmes over the next 18-24 months of programme. The Council continues to work 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 considering these pressures. 	<p>The Regeneration Capital Projects Board is supported by the Regeneration Capital Project Board Advisors Group made up of key officers in their areas of specialism to undertake robust assurance and due diligence of recommendations submitted to Board. Decisions will be subject to audit and provide clear visibility and scrutiny.</p> <p>Internal audit review planned for key capital schemes (CLQ) and funding bids (Levelling Up Round 2 bid process).</p> <p>Investment and Economy Matrix Board provides an additional level of assurance in the conception and development of significant, cross service themes, projects, and programmes, and also ensures oversight from senior officers who provide direction and challenge to secure delivery of mandated schemes.</p>
27.	<p>Financial wellbeing and resilience</p> <p>Risk that without the council's plan to coordinate the partnership support across the city, residents will not receive support to mitigate the impact of the cost-of-living crisis.</p> <p>Risk owner: Alison Hinds Cabinet members: Cllr S Simkins</p>	<p>Strong families where children grow up well and achieve their full potential.</p> <p>Healthy, inclusive communities.</p>	9 Amber	<p>Current Score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p> <p>Target score:</p> <p>L'hood: 3 Impact: 3</p> <p>9 Amber</p>	↔	<p>Rationale for target risk score:</p> <p>The joint delivery with partnership agencies across the city is integral to supporting the financial wellbeing of our residents, particularly during the current cost of living crisis.</p> <p>We currently have good partnership arrangements with over 75 statutory and voluntary faith and community agencies across the city co delivering this support.</p> <p>Whilst we have robust mitigation measures in place, we believe that the target score should remain at 9, due to the scale of influence we have and the level of resources available.</p> <p>Update position and further actions to mitigate risks:</p> <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>Further actions to mitigate risk include the following:</p> <p>Partnership approach to support coordinated by the council through the Financial Wellbeing Strategy.</p> <p>Additional City of Wolverhampton Council investment.</p> <p>Developing financial resilience in communities by promoting and supporting the development of sustainable models.</p> <p>Utilisation of tools and data to support the partnership to understand and proactively respond to emerging need at a local level.</p>	<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.</p> <p>Robust implementation plan with clear impact measures.</p> <p>Ongoing consultation and engagement with residents and the wider partnership to ensure the cost-of-living plan continues to address local and emerging issues.</p> <p>Regular reviews presented to Families Leadership team, SEB, and the Leader of the Council.</p> <p>Risk reviewed by Audit Committee.</p>
28.	<p>City Learning Quarter</p> <p>There is risk that the City Learning Quarter is not delivered as planned resulting in adverse impacts on life chances for young people, and learning for people of all ages, potentially resulting in difficulty for local employers to grow their businesses and for all to contribute to local economic growth.</p> <p>Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins</p>	<p>More local people into good jobs and training</p> <p>Strong families where children grow up well and achieve their full potential.</p> <p>Thriving economy in all parts of the city</p>	N/A New Risk	<p>Current Score:</p> <p>L'hood: 3 Impact: 4</p> <p>12 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact: 3</p> <p>6 Amber</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>Reducing both the likelihood and impact of the City Learning Quarter not being realised is a priority for the Council. A reduction of both scores from 3 and 4 respectively is a core aim of the Programme Board.</p> <p>Update position and further actions to mitigate risks:</p> <p>Phase 1 (Advanced Technology and Automotive Centre)</p> <ul style="list-style-type: none"> Contract let and building being constructed (industry standard building contract; external project managers; reputable principal contractor and designers) Funding secured. Ongoing monitoring and reporting to the Programme Board supported by Council officers. <p>Phase 2 (College)</p> <ul style="list-style-type: none"> Contract award imminent (industry standard building contract; external project managers; reputable principal contractor and designers) 	<ul style="list-style-type: none"> City Learning Quarter Programme Board meets monthly with Board Members including Director of City Development (SRO), Director of Finance, and College representatives. Board is supported by the Programme Director and Programme Team (including City Assets, Legal, Procurement, Finance, Audit and Assurance, Communications) Additional presentation/ assurance to SEB/ I&E Matrix Board as required to ensure linkage and alignment with other Council strategies

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						<ul style="list-style-type: none"> Ongoing monitoring and reporting to the Programme Board supported by Council officers. Funding agreed through Cabinet (6 September 2023) with dependencies on Government/ external funding being actively managed by the Programme Team (including legal, finance, procurement) Ongoing monitoring and reporting to the Programme Board supported by Council officers. <p>Phase 2 (External Library Façade and Works to Library to accommodate Adult Education)</p> <ul style="list-style-type: none"> Proposal for single tender covering both elements. Use of accessible construction framework (supported by Procurement) Funding agreed through Cabinet (6 September 2023) being actively managed by the Programme Team (including legal, finance, procurement) Ongoing monitoring and reporting to the Programme Board supported by Council officers. 	
29.	<p>Medium Term Financial Strategy</p> <p>There remains significant uncertainty in relation to demand for services, inflation and levels of government funding. This uncertainty creates a risk that we cannot set a robust medium term financial strategy.</p> <p>Risk Owner: Claire Nye Cabinet Member: Cllr L Miles</p>	Our Council	20 Red	<p>Current Score:</p> <p>L'hood: 4 Impact: 5</p> <p>20 Red</p> <p>Target score:</p> <p>L'hood: 3 Impact:5</p> <p>15 Red</p>	↔	<p>Rationale for target risk score:</p> <p>The factors leading to this risk are largely outside of the Council's control and therefore at best the likelihood can be categorised as 3. The impact of changes in demand, inflation and funding are always likely to be significant which has led to a score of 5. The target score also reflects the uncertainties around a general election next year.</p> <p>Update position and further actions to mitigate risks:</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>Despite the cause of this risk being outside of the control of the Council, work can be undertaken to mitigate the impact. Scenario modelling, having appropriate contingencies and a strategic reserves strategy are important mitigations.</p> <p>In October Cabinet received an update on the budget and MTFS and it was forecast that the budget deficit is £2.6 million for 2024-2025, rising to over £20 million in 2025-2026 and that work will continue to be undertaken to bring forward proposals to set a balanced budget for 2024-2025 and deliver a sustainable medium term financial strategy whilst seeking to maintain our ambition for the City in line with Our City: Our Plan</p> <p>Further actions to mitigate risk include the following:</p> <p>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 budget monitoring at all levels.</p> <p>A local more detailed risk register is maintained within Finance.</p> <p>The budget and MTFS will be considered by scrutiny panels during November and December 2023 and Scrutiny Board in February 2024</p> <p>Recent and upcoming meetings:</p> <p>External Audit Annual Report – Full Council here</p> <p>Performance and Budget Outturn 2022-2023, Cabinet July 2023 here</p> <p>Reserves and Provisions, Cabinet July 2023 here</p> <p>Budget and MTFS, Cabinet October 2023 here</p>
30.	<p>Financial Management</p> <p>If the Council does not have strong financial management there is a risk that the expenditure will exceed the budget, leading to a call on reserves.</p> <p>Risk Owner: Claire Nye Cabinet Member: Cllr L Miles</p>	Our Council	N/A New Risk	<p>Current:</p> <p>L'hood: 2 Impact: 4</p> <p>8 Amber</p> <p>Target score:</p> <p>L'hood: 2 Impact:4</p> <p>8 Amber</p>	N/A New Risk	<p>Rational for Target Risk Score:</p> <p>Robust financial management is essential to protecting the financial position of the council. A weakness in financial management can have a significant impact and results in an impact target of 4.</p> <p>The Council has robust financial management and therefore both the target and current likelihood scores are at 2.</p> <p>Update position and further actions to mitigate risks:</p> <p>The Council continues to have strong financial management and mitigates this risk.</p>	<p>Training for all budget managers, contract managers, Agresso users (determined by role and access)</p> <p>Regular budget monitoring at all levels.</p> <p>Regular monitoring of the delivery of MTFS programmes is undertaken and reported to Strategic Executive Board</p> <p>Quarterly joint performance, budget and risk reports to Cabinet and Scrutiny Board.</p> <p>Budget and MTFS, Cabinet October 2023 here</p> <p>Review of the CIPFA Financial Management Code as part of the Annual Governance Statement</p> <p>Internal audit of Key financial controls.</p> <p>External audit of the Statement of Accounts and Value for Money Annual Report.</p>

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31.	<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 L Miles</p>	Our Council	12 Amber	<p>Current Score: L'hood: 3 Impact:4 12 Amber</p> <p>Target score: L'hood: 2 Impact: 4 8 Amber</p>		<p>Rationale for target risk score:</p> <p>The impact of poor performance in our related parties is likely to be large and has led to the impact score of 4.</p> <p>The council can influence the probability of this risk occurring through robust governance and monitoring. It is the aim to continue the work that is in place to continually reduce the likelihood and therefore the target score is 2.</p> <p>Update position and further actions to mitigate risks:</p> <p>Each of the Council's companies have filed audited Statement of Accounts with Companies House, each with an unqualified opinion for the year ended 31 March 2022.</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 was 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 was considered by the Resources and Equalities Scrutiny Panel in March. Further updates will be presented to the Scrutiny Panel in due course.</p> <p>In April 2023 Cabinet approved a refresh to the WV Living business plan.</p> <p>Wolverhampton Homes is drafting an updated Delivery Plan which was presented to Cabinet and Full Council and approved in March 2023. The Delivery Plan for 2024-25 will be presented to Council in February 2024.</p> <p>The Housing Revenue Account Business Plan, including the management fee for Wolverhampton Homes, will be presented to Council in January 2024.</p> <p>The Director of Finance has undertaken a year-end review of the companies, considering the most recent business plan information and draft outturn positions. In each case it has been concluded that the companies can each be considered a going concern and in the case of WV Living there is no impairment to the Council's equity investment. This review feeds into the Council's Statement of Accounts for 2022-2023 which will be presented to the Audit and Risk Committee and subject to external audit.</p> <p>Further actions to mitigate risk include the following:</p> <p>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 will continue to be considered in 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:</p> <ul style="list-style-type: none"> Yoo Recruit Ltd here WV Living – City of Wolverhampton Housing Company Ltd here Wolverhampton Homes Ltd here <p>Yoo Recruit Review, Resources and Equalities Scrutiny Panel March 2023 here</p> <p>Updated plans:</p> <ul style="list-style-type: none"> Wolverhampton Homes Delivery Plan, Full Council April 2023 here WVL Business Plan, Cabinet April 2023 here
32.	<p>Impact of statutory legislation and guidance on the Council</p> <p>There is a risk of pressures on the Council's resources (including financial) as a result of the urgent requirement to implement new statutory legislation or guidance.</p> <p>Risk Owner: Claire Nye Cabinet Member: Cllr L Miles</p>	Our Council	N/A New Risk	<p>Current score: L'hood: 4 Impact: 4 16 Red</p> <p>Target score: L'hood: 4 Impact: 4 16 Red</p>	N/A New Risk	<p>Rationale for target risk score:</p> <p>The factors leading to this risk are largely outside of the Council's control and experience indicates that this is likely to occur, therefore at best the likelihood can be categorised as 4. The impact of changes in legislation can be significant which has led to a score of 4. Also, the impact of emerging case law has an impact. For example, recent cases in terms of equal pay and term time only workers.</p> <p>Update position and further actions to mitigate risks:</p> <p>Measures in place to manage unforeseen events such as contingency budgets and reserves are the best mitigation for the financial impact of this risk.</p> <p>Horizon scanning and sharing of knowledge and information with other authorities, professional bodies and central government helps to inform of potential changes at the earliest opportunity. The Council regularly lobbies through bodies such as the LGA to ensure that the Government follows the new burden principles that additional funding is provided where legislation/guidance changes the costs to authorities.</p> <p>A good example of the challenges that changes in guidance can cause is that given at the Council's Scrutiny Board on 23.10.23 in relation to the changes consulted on by Government to the Planning Regime and specifically the proposed changes to Green Belt Policy in the National Planning Policy Framework (NPPF) in December 2022. Since that date the Council has, along with many other authorities, been awaiting the release of the new NPPF before it takes the next formal steps in the Local Plan process.</p>	<p>Recent and upcoming meetings:</p> <p>External Audit Annual Report – Full Council here</p> <p>Performance and Budget Outturn 2022-2023, Cabinet July 2023 here</p> <p>Reserves and Provisions, Cabinet July 2023 here</p> <p>Budget and MTFs, Cabinet October 2023 here</p> <p>Consideration of the impact of new legislation/guidance in relevant reports including through the financial and legal coding and reference to engagement with other authorities and through bodies such as the LGA</p>

