










City of Wolverhampton Council – Draft Strategic Risk Register @ November 2021

Risk Ref	Risk title and description	Relighting our city priority	Previous Risk Score	Current Risk and Target Score	Direction of Travel	Update position and further actions to take to mitigate risks	Sources of Assurance
1 04/21	Impact on Residents Health and Wellbeing There is a potential impact on the health and wellbeing of Wolverhampton residents due to inaction by the Council. Risk Owner: John Denley Cabinet Member: Cllr J Jaspal	Support People who need us most	12 Amber	12 Amber Target 8 Amber	↔	The Council published an <u>outbreak control plan</u> in June 2020 which was refreshed in March 2021 and sets out how, together, we will continue to protect and support our city from the virus and any future outbreaks. This plan is currently under review and will take into consideration Winter Preparedness 2021. Further actions to take to mitigate risk Work is ongoing to support two significant programmes associated with the pandemic: a lateral flow testing (LFT) programme and a vaccination programme.	A local, more detailed risk register detailing operational risks and issues is being maintained within public health.
2 04/21	Businesses Closing Loss of businesses within the City, potentially impacting on regeneration and the achievement of the Council's 'Relight' recovery plan. Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins	Grow our vital local businesses Stimulate vibrant high streets and communities	8 Amber	8 Amber Target 4 Amber	↔	As current guidelines for Covid 19 have been relaxed, businesses across the City are reopening. For some sectors this has brought new challenges particularly amongst the hospitality, leisure and care sectors who are reporting shortages in staff. This is impacting on the businesses ability to meet customer demand. Another significant challenge is the supply chain, due to staff shortages in logistics and distribution and the UK no longer part of the EU. The food and construction sectors are reporting significant delays. Along with the expert advice and guidance, the Council's Business Relight programme now offers small grants. Further actions to take to mitigate risk The Council is continuing to support local businesses to adapt and invest in new ways of working and strengthen areas which the pandemic has highlighted as weakness in their business. The Council is also funding IGNITE, a new business and enterprise hub to support small businesses in the city.	Regeneration have commissioned an external consultancy group (Metro Dynamics) to review the City's strategic priorities, the economic/ business context and current business support offer and develop an approach to business support that will help deliver the City's ambitions for future success.
3 04/21	Safeguarding Children Failure to safeguard the City's most vulnerable children. Risk Owner: Emma Bennett Cabinet Member: Cllr B Momenabadi	Support the people who need us most	12 Amber	8 Amber Target 8 Amber	↓	Statutory social work with children and families continues to be delivered face to face as it has been throughout the pandemic. In addition, Strengthening Families Workers are offering additional face to face support with individual families and through group work. Referral rates have consistently been higher than 2019-2020 since June of this year. This has resulted in higher numbers of children in Assessment during September and October 2021. However, the proportion of assessments completed in 45 days is increasing (90%) ensuring we can understand the needs of children and families and offer the right support at the right time. There has been an increase in social work turnover, although the annual turnover rate remains below national levels the fact that leavers have all left over a short period of time does mean that caseloads are slightly increasing. Additionally, in line with the national and regional position there is a shortage of suitable agency social workers to back fill vacancies. MASH24 was launched on 14 June 2021, the new arrangements support greater consistency of practice and response during the daytime, evening and at weekends. Further actions to take to mitigate risk Actions are being taken to try to attract experienced agency workers locally and regionally. Successful recruitment continues to take place to fill vacant permanent social work positions.	The most recent internal Quality assurance report, alongside regular analysis of performance information offers Senior Leadership Team reassurance regarding practice. This performance information is shared with SEB, Cabinet Member and the Leader regularly together with Ofsted on a quarterly basis, and was recently shared in November 2021 Monthly data continues to be submitted to the DfE and is being closely monitored. Although referral rates are higher, overall, they appear to remain in line with the England/West Midlands average. Recent feedback from a deep dive undertaken in Wolverhampton by members of the National Independent Care Review team was positive and offered further reassurances about practice with children and families.
4 04/21	Safeguarding Adults Failure to safeguard the City's most vulnerable adults. Risk Owner: Emma Bennett Cabinet Member: Cllr L Leech	Support the people who need us most	12 Amber	12 Amber Target 8 Amber	↔	All statutory assessments and safeguarding enquiries are undertaken and more face to face visits are taking place. Service providers and inhouse provision continue to reopen services safely. An increase in contacts to MASH and Adult Social Care has been experienced. The impact of the Government Guidance on mandatory vaccinations is a potential risk to statutory service delivery (see new risk 18 below). Following further government announcements the MV as a condition of deployment will extend to all CQC relegated provision across Health and Social Care therefore the risk remains in place Further actions to take to mitigate risk Considerable work has been undertaken and led by Adults IMT to implement the mandatory vaccination policy across internal and external provision. All business continuity plans for commissioned providers have been updated to assure CWC that service provision will not be impacted by the policy change.	An additional case file audit has been scheduled for early December to provide assurance around quality (practice week reviews are beginning early 2022) Additional short term measures including increasing staff in the MASH are in place to manage the caseloads coming directly into the service, the long term plan to manage the increase in demand is being planned through the adult service redesign Continuous reporting to SEB is underway on Mandatory Vaccination
5 04/21	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 vulnerable failure to warn and inform the public leading to impact upon the health of residents and businesses. Risk Owner: Ian Fegan Cabinet Member: Cllr I Brookfield	Support the people who need us most	15 Red	12 Amber Target 10 Amber	↓	Comprehensive, targeted and regular communications with residents and other key stakeholders in Wolverhampton has played a key role in driving down infection rates and driving up vaccination rates in the City. Effective communications remain essential to keeping people of all ages safe, connecting them to life-saving covid-19 vaccines, reinforcing positive behaviours following the lifting of restrictions to help prevent the virus spreading and preparing residents for recovery and 'relight'. There has been a comprehensive assessment of levels of vulnerability and the Council's approach will continue to prioritise keeping the most vulnerable residents safe. Co-ordinating communications, working with partners at a local, regional, and national level continues to be absolutely vital to ensure clear and consistent messaging. Further actions to take to mitigate risk Despite the lifting of mandatory Covid restrictions earlier this year and a healthy vaccination rate in the city, we continue to work with Public Health colleagues to plan and prepare effective communications for the Government's potential 'Plan B' if required. Meanwhile we work with partners to promote the booster vaccine to relevant cohorts.	<ul style="list-style-type: none"> Public Health England Data Communications Strategy Social Care Data As of early November, two thirds of those eligible for the 'booster' vaccine (formerly the Clinically Extremely Vulnerable cohort) had received their jab. Newly available data that identifies the most vulnerable in the city is now being used to inform where 'isolation support' is provided over winter when rates are expected to increase.

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6 04/21	Social Care Providers Adults There is a risk that we may lose service providers and not be able to maintain adequate service provision. Risk Owner: Emma Bennett Cabinet Member: Cllr L Leech	Support the people who need us most	16 Red	16 Red Target 8 Amber	↔	Risks to sustainability are being mitigated with: <ul style="list-style-type: none"> • Robust outbreak management processes • Robust vaccination plans for residents in care settings and those receiving home care • Ongoing enhanced support to providers • Use of the daily provider survey to alert to trigger contact and support if providers report they are having issues Further actions to take to mitigate risk Work with local recruitment agencies to ensure that they understand potential demand and how they can support local care homes whilst ensuring that necessary controls are in place continues to be ongoing. The implementation of the Winter plan, approved by SEB will provide additional financial support to providers until March 2022 this also includes recruitment and retention support for all commissioned providers Infection prevention support will continue throughout the winter and the Council have provided on site flu jabs for residential homes to protect homes further. Boosters for Covid-19 are underway and cases in care homes have significantly dropped, capacity in care homes remains high. Given the recent implementation of the winter plan and the ongoing pressures within acute settings the risk still remains significant while we assess the impact of the winter support package and the unknowns still to be determined regarding the capacity to manage acute pressures between December and March 22.	Daily capacity tracker provides daily information on outbreaks, sickness levels and staff turnover – this provides the necessary data for commissioning to act to support outbreaks or protect residents. Regular updates to SEB are provided with respect to home care.
7 04/21	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. Risk Owner: Laura Phillips Cabinet Member: Cllr P Brookfield	Support the people who need us most	12 Amber	12 Amber Target 8 Amber	↔	Employee well-being continues to be a Council priority, a number of initiatives have been embedded for employees which include (but are not limited to); The Council's Our People Portal, access to mental health first aiders, access to face to face well-being checks and work-outs led by WV-Active, the introduction of Council wide wellbeing leads and the creation of wellbeing pledges. Further actions to take to mitigate risk Organisational Development are working with Human Resources and Health & Safety to understand and analyse the sickness absence data to ensure proactive support is provided for employee health and wellbeing. Targeted work is also taking place with our frontline workers and increased engagement initiatives and communications regarding health and wellbeing.	<ul style="list-style-type: none"> • Operational Health & Wellbeing Group • Our People Board • Employee Surveys • Professional Conversations which include discussions around well-being • SafeSpace Reporting Line • Mental Health Support App for employees (My Possible Self)
9 4/21	Education Provision There is a risk to the consistent provision of education to all children and young people in Wolverhampton due to Covid-19 outbreaks in schools, children and young people not regularly being in school and parents confidence that children are safe in schools due to the pandemic Risk Owner: Emma Bennett Cabinet Member: Cllr Dr M Hardacre	Create more opportunities for young people	12 Amber	8 Amber Target 4 Amber	↓	The Council continues to provide a programme of ongoing support to education providers. In addition the education incident management team continues to meet regularly to monitor emerging Covid cases in schools and provide ongoing support to education settings in order to manage outbreaks and emerging actions such as the vaccination roll out. Further actions to take to mitigate risk Schools are working tirelessly to identify gaps in learning that may have emerged or widened as a result of the lockdowns and this is supported by the Education Excellence Team (School Improvement) within the Council. Additional support is being provided in schools to enable 'catch-up' for these identified pupils through government funding such as that provided for the National Tutoring programme Extensive support is also being made available by the Education Psychology Service to address emotional and mental health and well-being issues that are emerging for pupils and school staff. This is being well-received by schools with take-up at a high level.	Regular updates to Lead Member and SEB on attainment of pupils in schools although data is not widely available and unable to be shared publicly as it hasn't been validated over the pandemic. Each school will have had or be having an Autumn conversation with their School Improvement Advisor where the impact of Covid on the school community (including pupil progress) is discussed in detail and where required, support is put in place. As more young people are vaccinated the numbers contracting the virus are reducing slowly but steadily. Catch up sessions for vaccines are being made available for those who chose not to or couldn't get their vaccine in school when initially offered. This includes EHE children.
10 4/21	City Wide Regeneration There is a potential impact on the City if the Council do not take effective action to regenerate and repurpose. In addition, there are risks to ongoing Council managed and operated capital projects and programmes in terms of costs, timings and ensuring that original business cases continue to align with the Council's strategic aims. Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins	Stimulate vibrant high streets and communities	12 Amber	12 Amber Target 8 Amber	↔	With regards to the Council's major capital projects: the strategic pipeline with funding having been secured from Towns Fund, Future High Street Fund, WMCA with further funding bids submitted as part of Levelling Up round 1 submission for CLQ. Regeneration Infrastructure Board (RIB) and Infrastructure for Growth Board (I4G) continue to consider the impacts of COVID-19 and the changes in longer term objectives. Further actions to take to mitigate risk In order to mitigate any additional risk a new PMO (Project Management Office) is being established to co-develop and implement projects across all funding sources. The PMO function will support and complement existing activities and resources to ensure successful project delivery and implementation. The Council is pro-actively working with partners and stakeholders to mitigate risk and continue operations in accordance with Government guidelines.	The Council's Covid reporting protocol is ongoing and continues to identify, monitor, and mitigate risks and issues directly related to Covid-19. Covid risk reports are produced on a regular basis and reviewed by Senior Management. Internal Audit review of Westside Leisure underway.

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11 4/21	Recovery If the Council's 'Relight' recovery planning is not robust the Council and the City will not recover swiftly resulting in an inability to fulfil key priorities and support residents and businesses effectively, resulting in significant financial and/or reputational damage. Risk Owner: Charlotte Johns Cabinet Member: Cllr I Brookfield	All	12 Amber	9 Amber Target 8 Amber		<p>Full Council approved the 'Relighting Our City' strategy on the 16 September 2020, and Cabinet endorsed a revised version to reflect feedback from the continuous conversation with communities. The framework sets out five priority areas for recovery alongside three thematic cross cutting principles. The plan was developed after extensive engagement with our partners and communities, a mechanism is in place through a digital engagement platform to ensure we have an ongoing dialogue with communities around recovery in the coming months. Work to shape our future economic priorities with key partners across the city has also continued. A robust governance structure to oversee the recovery phase has been established including a city Recovery Co-ordinating Group.</p> <p>Further actions to take to mitigate risk The work of the council continues to be aligned to the Relighting Our City priorities with regular updates to Strategic Executive Board and elected members. Performance and financial monitoring is aligned to Relighting Our City priorities, and reported to Cabinet on a quarterly basis. To ensure the council continues to learn from the pandemic and is best positioned to support recover activity, a high level 'Relighting Our Council' strategy has also been developed and taken for pre-decision scrutiny on 2 November and Cabinet on 17 November. Work continues to develop a new Council Plan which embeds Relight recovery priorities.</p>	Regular reporting to SEB and elected members is ongoing.
12 4/21	Rising Unemployment There is a risk that high levels of unemployment caused by historic trends and more recently the impact of Covid-19 will persist and the gap between Wolverhampton and other areas will continue to grow without focused action. Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins	Create more jobs and learning opportunities Support the people who need us most	20 Red	20 Red Target 15 Red		<p>The Council are continuing to monitor levels of unemployment across the City. Recent figures have identified that the City has moved from being 5th highest unemployment in the UK in October 2020 to 4th highest in September 2021. Young people (18 – 24) and the over 55s have been particularly affected. The City now has the highest rate in the country for youth unemployment (September 2021). Restart Scheme referrals from JCP are now coming through regularly. The Impact (youth employment support) Team and Connexions (careers service) have started delivery from the Youth Hub, within The Way building in the City Centre from September 2021. The government has extended the Kickstart scheme until end of March 2022. The end of furlough has yet to impact on unemployment data - October data is due 16 November.</p> <p>Further actions to take to mitigate risk The council has approved the £3m Wolves at Work 18-24 Programme, a Youth Employment Initiative, aimed at taking a holistic overview of the historical and present challenges as a whole City issue – coupling the expertise of a wide range of Council Officers with key partners, providers and businesses from across the City. The Programme Board provides a platform for ongoing monitoring of data/intelligence and oversight of new key employment sector initiatives. So far, a City Summit has been held to kick-start this enhanced collaboration, and a City Ideas Fund has been established to provide funding to support those in the City with innovate ideas to address the issue. Further work is being developed around the establishment of improved data sharing practices with the DWP, the assembly of a new City taskforce and a plan to outline a schedule of direct engagement activity through the expansion of existing youth hub operations.</p>	<p>The Insights team provide detailed monthly analysis of the unemployment data in the city and have provided comprehensive analysis of the historical picture and present trends – which show a general improvement from pandemic peaks. Ongoing COVID impact on employment in the City will continue to be monitored and reported regularly as part of this work.</p> <p>The Wolves at Work 18-24 Programme has now been established and there is a pipeline of planned activity with a focus on partnership collaboration and actively engaging with those directly impacted.</p> <p>Plans for the development of a new City taskforce are underway to ensure that all key City partners are well engaged in the development of effective interventions</p>
13 4/21	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. Risk Owner: David Pattison Cabinet Member: Cllr P Brookfield	Support the people who need us most	8 Amber	6 Amber Target 4 Amber		<p>IG Policies have currently undergone a review to ensure they are fit for purpose and compliant and will be published once approved. A review of staff guidance and procedure documents is scheduled as phase two of this piece of work. There has been a focus on mandatory IG training these last two quarters; as at 12 October 21, 94% of employees in roles that deal with personal and sensitive personal data on a daily basis (high risk data roles) and who are eligible to undertake e-learning training, have been trained. A further push is ongoing to train those in low-risk data roles. In addition, confidentiality agreements have been rolled out to a select group of employees in these high-risk roles to provide assurances that they are handling data appropriately. New ways of working with Leadership teams continues and the IG team are working closely with them to assess and manage compliance at service level. The team also continue to work closely with Projects and Programmes and Procurement to ensure information governance implications/privacy by design continues to be taken into account at the start of initiatives.</p> <p>Further actions to take to mitigate risk Review of staff guidance and procedural documentation which supports updated policies to continue and be rolled out once complete Push of training to employees in low-risk data roles. Development of level 3 IG training for high-risk data roles as per IG workplan</p>	<ul style="list-style-type: none"> E-learning take up and ongoing training development Privacy by design – DPIA, IG Impact Assessments Quarterly updates and regular touch points with Leadership teams Robust breach management procedures in place with assessment and monitoring at service level (leadership feedback) SEB/IG Board to continue to monitor, challenge, support and champion IG compliance initiatives
14 4/21	MTFS If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy including the impact of Covid-19 and, the effective management of the key MTFS programmes a then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties. Risk Owner: Claire Nye Cabinet Member: Cllr I Brookfield	All / Our Council	20 Red	20 Red Target 12 Amber		<p>On 17 February 2021, it was reported to Cabinet, that including the projected impact of Covid-19, the Council was faced with a budget deficit of £25.4 million in 2022-2023, rising to £29.6 million by 2023-2024.</p> <p>On 20 October 2021 Cabinet received an update on the draft budget strategy for 2022-2023. It was shown that work undertaken to date has reduced the budget deficit to approximately £1.1 million for 2022-2023 with work continuing to close the remaining gap.</p> <p>However, it was also noted that the financial strategy for 2022-2023 provides a short-term plan and does not address the underlying budget deficit over the medium term. The estimated budget deficit for 2023-2024 is in the region of £20 million.</p> <p>The level of uncertainty over future funding levels continues to be a significant risk.</p> <p>Further actions to take to mitigate risk It is anticipated that the council's financial settlement will be received in mid December. This will bring greater certainty over funding levels.</p>	<p>Regular budget monitoring at all levels.</p> <p>A local more detailed risk register is maintained within Finance.</p>

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15 4/21	Cyber Security Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence. Risk Owner: Charlotte Johns Cabinet Member: Cllr O Ahmed	Support the people who need us most	8 Amber	6 Amber Target 6 Amber		ICT continue to deploy security enhancements across the infrastructure to further improve security, key activity undertaken includes: <ul style="list-style-type: none"> • Implementation of multi factor authentication • Conditional policies which prevent access to the Council's network on personal devices unless it is via the internet. • Amending council's password policy to move to passphrases. • Implementation of Windows Defender Advance threat protection, User risk detection and mitigation. Further actions to take to mitigate risk The council achieved its annual Cyber Essentials Plus accreditation in September 2021 and continues to deploy ongoing security enhancements to minimise cyber risk. The council's approach to cyber security was taken for scrutiny to the Our Council Scrutiny Panel in September 2021. A meeting to discuss cyber security best practice is being scheduled with the LGA for November/December 2021.	The Council has achieved external accreditation of its cyber security, through achievement of Cyber Essentials Plus and PSN compliance. Internal Audit review of Cyber Security and Disaster Recovery planned for this year.
16 14/21	Civic Halls There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the revised Civic Halls refurbishment programme is not effectively managed in terms of project timings, costs, and scope. Risk Owner: Richard Lawrence Cabinet Member: Cllr S Simkins	Stimulate vibrant high streets and communities	12 Amber	12 Amber Target 8 Amber		In conjunction with professional advisors, rigorous examination of contacts to ensure continuing compliance is ongoing. In preparation for opening in 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), the Council has entered into a long-term partnership with AEG Presents to operate the Civic Halls. This world class operator will bring forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile. Further actions to take to mitigate risk Monthly Civic Halls Restoration Boards take place in order to ensure assurance on the project. This is supported by frequent operational group, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with project updates weekly via flash reports.	Project Assurance Group Civic Halls Restoration Board AEG Contract Specialist external advice – project and risk management Internal Audit representation on Civic Hall's Operational Group
17 4/21	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. Risk Owner: Ross Cook Cabinet Member: Cllr S Evans	Stimulate vibrant high streets and communities Support the people who need us most	6 Amber	6 Amber Target 3 Green		The Council's Climate Change Action Plan was approved by Cabinet in July. 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. Further actions to take to mitigate risk Further work is now being undertaken to identify the resources needed on any specific actions, and this will be monitored and reviewed in the coming months.	Governance and action plan monitoring arrangements being established. Internal audit review planned for 2022-2023.
18 8/21	Adult Social Care Provision and Social Work/Occupational Therapy There is a risk that staff in provider services, frontline Social Work and Occupational Therapy will not be able to carry out their roles if they do not comply with mandatory vaccination guidance. Risk Owner: Emma Bennett Cabinet Member: Cllr Leach	Support the people who need us most	12 Amber	8 Amber Target 6 Amber		There is a risk that recent government guidance and a change in the law regarding the mandatory vaccination of care home employees, could negatively impact on providers delivering services, (staff may leave or be dismissed if non-compliant). The vaccination guidance states that Social Care Workers and Occupational Therapists cannot enter a care home if not double vaccinated – this could pose a risk to the Council's ability to carry out statutory Care Act functions that require care home entry, if uptake of the vaccine does not increase. Further actions to take to mitigate risk <ul style="list-style-type: none"> • Surveying of all care homes to establish potential impact(s). • Regular review of vaccination levels. • Regular communications with care homes and to employees. • Promotion of vaccination bus and walk in clinics, Q&A sessions and webinars. • Targeted sessions with Public Health • Understanding the potential impact to capacity if homes reduce beds in line with staff (current there are surplus vacancy levels to meet needs). • Sharing findings with regional bodies and organisations. • Reasonable measures have been agreed by SEB to ensure all visiting staff to care homes are vaccinated and this has mitigated the risk. Further work is underway to ensure the wider MV policy will be adhered to from April 2022 	Capacity tracker logs the percentage of homes with vaccinated staff Regular reporting to SEB. Quality assurance team monitor vaccination take up and compliance.
19 8/21	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. Risk Owner: Claire Nye Cabinet Member: Cllr I Brookfield	All	12 Amber	12 Amber Target 8 Amber		A detailed financial review of each company was undertaken as part of the preparation of the Statement of Accounts, this included the going concern position of each party. It was concluded that there is currently no material financial impact on the Council. Further actions to take to mitigate risk Regular monitoring of the related parties is undertaken, and monthly reports are provided to the Executive Team.	The Annual Governance Statement incorporates related parties. External audit of each related party.