

Appendix B

1. Strategic Risk Update, Corporate Board 17 January 2022

For each strategic risk, a **residual risk score is applied, using a consistent risk assessment matrix [(impact x likelihood) + impact]**. The positive impact of existing control and mitigation measures is also considered.

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Directorate Lead	Residual Risk Scores			
				Corporate Board assessment			
				Feb 2021	Oct 2021	January 2022	Direction of Travel
Vibrant Economy & Places Risk Appetite: Economy (Open) Service Delivery (Cautious)	01.Risk of slow or stalling economic growth affecting business, key sectors and town centre viability.	WRIF and WPDC Business Plans target social and economic benefits. Maintaining engagement and foresight of external funding programmes through sector and regional networks and collaborations.	Communities	16	12	12	↓
	02.Risk of not delivering or achieving on our area-based regeneration and place priorities, due to differential levels of recovery from the economic impacts of Covid-19, including (but not limited to) to business impacts, financial exclusion and stress.	Deliver major infrastructure, digital connectivity and improved transport options. Council resources dedicated to proactive support for business and creating the conditions for priority investment, training and skills. Social Welfare Fund.		New	12	12	→
	03. Risk of education and skills gaps widening and inability to catch up to regain pre-pandemic levels of attainment after restricted access to school learning settings, lasting mental health and child development impacts.	Social Inequalities Strategy Education Strategy. WRIF investment allocations and new WCC business support funds.		16	12	12	→
Best Lives Risk Appetite: Community safety and wellbeing, Safeguarding. (Minimalist)	04.Risk of continuing Covid transmission and infections as a result of new covid variants and a possible surge as Covid-related restrictions are eased, resulting in adverse impacts on health & well-being, including mental health.	Campaigns and public communications to support County based vaccination programme. PH Covid Outbreak Management plan	People	12	8	12	→
	05.Risk of Post Pandemic widening of social and health inequalities and inability to catch up, compounded by challenges in healthcare catch up and cost of living increases, e.g., increased waiting lists for treatments and the emergence of long covid, resulting in worsening outcomes for our communities.	Community Powered Warwickshire Programme. Levelling Up initiatives. People Strategy & Commissioning Plans 2020-22 – Health, Well Being and Self Care, Integrated and Targeted Support.		16	16	16	→
	06: Risk of failings in the protection of vulnerable children in our communities and the potential for legal and reputational damage to the Council.	Children and Families service plan and owned strategies; Children & Families Improvement Action Plan (Post Ofsted); Child Friendly Warwickshire Strategy		10	10	10	→

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	07: Risk of failings in the protection of vulnerable adults in our communities and the potential for legal and reputational damage to the Council.	Adult Social Care service plans; Service development and assurance frameworks including case file reviews and learning.	Lead	10	10	10	→
	08: Risk of continued and increasing levels of disruption to care markets and impacts on the supply of core provision and cost pressures from inflation, demand and legislative changes.	Integrated Commissioning approach provides some flexibility to respond to pressure points. Market viability framework; market intelligence and engagement will inform market analysis and future plans (fee levels, provider support).		12	12	16	↑
Sustainable Futures Risk Appetite: Climate Change (Open)	09 (revised).Risk of not achieving our climate change target of net zero by 2030, if we fail to adopt sustainability goals within our core service activities, plans and strategies.	Climate Change Programme overseen by dedicated Climate Change Delivery Group and proposals to commission external support to deliver net zero. <i>In Q3, we will split risk 9 to show County wide risks and challenges separately from the Council's own climate changes targets, opportunities and risks.</i>	Resources	12	12	12	→
Great Council & Partner Risk Appetite: People (Minimalist)	10.Risk of failing to sustain and progress change to modernise, innovate and take advantage of technology-driven solutions within the organisation and ways we work, failing to fully update legacy IT systems.	Digital & Technology Strategy; Change team and hubs to support services through change and drive out benefits.		8	6	6	→
Commercial (Open)	11.Risk of staff health and wellbeing concerns due to post pandemic new ways of working; isolation, loss of team culture, remote/office working tensions and low resilience following pandemic-related workloads.	Our People Strategy supported by the How We Work programme and Delivery Group oversight.		8	8	8	→
	12.Risk of negative results (financial and social) from our commercial and investment activities.	Commercial Strategy and support for traded services. WRIF and WPDG investment, governance and regulatory compliance arrangements, including oversight and assurance on managing financial risk.		12	12	12	→
Service Delivery (Cautious)	13. Risk of insufficient resources to match the increasing demand for SEND provision and not achieving our SEND and Inclusion ambitions, worsening outcomes for our communities, damaging the council's financial resilience and potential for reputational damage to the council.	Education Strategy: SEND & Inclusion Change Programme and oversight of Ofsted inspection improvement actions. Progress on all sub projects is overseen by the Better Lives Delivery Group.		Communities	Escalated from Service Risk level	16	16

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Service Delivery (Cautious)	14. Risk of continued uncertainty about key policy, economic and funding forecasts; impacting on financial planning assumptions and our ability to address the ongoing structural gap in available resources to deliver Council Plan priorities and respond effectively to unplanned events.	MTFS update process includes scenario planning and sensitivity analysis of assumptions. Shorter term volatility is managed through reserves and availability of unallocated funds. An Integrated Planning approach allows refreshed Council priorities to inform resource planning and allocation decisions, including scaling back or withdrawing from activity.	Resources	16	20	16	→
Reputation (cautious)	15. Risk of legal, regulatory, Information security non-compliance, impacting on the Council's reputation and future joint working and engagement opportunities.	Governance Code, Information Gov and Data Strategies and oversight arrangements. Council response to ICO intervention on Subject Access Requests.		6	9	9	→
	16. The risk of detriment to our reputation, including that of financial loss from commercial activities, locally, nationally and with partners and our community.	Customer experience strategy, Strategic Communications Framework, Governance Code and annual assurance effectiveness review.		6	6	6	→
RISKS ADDED Q3	17.The risk of sustained inflationary pressures and cost of living increases putting pressure on staff costs, recruitment and retention and impacting on service resilience, service continuity and affordability as well as social, health and economic inequality.	Risk 2,5 and 14 Mitigation approach				12	↑
	18.Risk of not achieving County net zero by 2050, biodiversity and climate adaptation targets, if national roadmap and guidance on approach and funding structures is not clear and unable to mobilise businesses, communities and co-delivery partners where there are critical dependencies.	Spotlight on WCC led climate change action via dedicated website, open communication channels and community engagement opportunities. Warwickshire & Coventry COP event March 2022. Green shoots fund phase 1 and 2.	Jointly owned risk			15	↑