Coventry City Council – Corporate Risk Register

Risk Ref	Risk Owner		Last Updated
001 – Finance	Deputy Chief Executive - Place		October 2017
Risk Description: Financial and other pressures on the requirement to deliver our statutory duties and other services results in an inability to achieve a balanced budget in the short and medium term.			

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Robust arrangements are in place to oversee the Council's annual budget setting process. The financial planning process includes an early assessment of likely resource pressures and there is a defined consultation period to support the budget setting process. The budget is updated as new information is known and in response to any relevant internal and external factors. This analysis is also used to inform actions required to balance the budget. The outcome of the process in terms of an agreed budget is then approved by Full Council in February each year.	February 2018 (Budget Report)	Consultation will begin on budget proposals for 2018/19 at the end of November. Final proposals will be considered by Cabinet and Council in February 2018 which will identify a balanced position for 2018/19. It is not clear at this stage whether it will be possible to identify a three year balanced position. The 2016/17 Local Government Finance Settlement provided for Local Authorities to accept a 4 year settlement which should ensure that future resource levels do not change significantly within this time period.	Director of Finance and Corporate Resources	Green
A rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny. This includes input and oversight by Directorate Management Teams, Strategic Management Board, Cabinet and Audit Committee. These arrangements along with specific project / programme boards also oversee the delivery of agreed savings.	On-going	A robust budgetary control time-line is being adhered to driven by formal reporting deadlines. This includes specific steps which require sign off within Directorate management teams. Early reporting and the availability of live budgetary control forecasting are possible through use of the Agresso financial system. Officer based monitoring arrangements are established to ensure that both corporate and service specific savings targets have appropriate structures to deliver their required financial targets. The budget is managed on a whole Council basis. The Director of Finance and Corporate Services will seek to balance any areas of budgetary overspend with underspends in other areas.	Director of Finance and Corporate Resources	Green
Issues should be identified at an early stage allowing time for corrective action to be undertaken to address the financial concern identified. These are formally reported through the regular Revenue and Capital Monitoring Reports during the year.	On-going	The main areas of concern are in social care and housing. A number of improvement projects and plans are in place to reduce budgetary pressures within areas of social care and work has begun to address the wider issues of housing and homelessness in the city.	Director of Finance and Corporate Resources	Green

		Medium term budget plans take account of the likely profile of ongoing expenditure pressures in these areas.		
To ensure there is an effective consultation process around proposals outlined in the Pre-Budget Report.	On-going	The proposals in the 2018/19 Pre-Budget Report will be subject to public consultation over an 8 week period during which individual meetings will be held with stakeholders with whom we have a statutory requirement to consult. In addition the consultation will have a significant profile on the City Council's website and social media platforms to encourage as wide an engagement as possible.	Director of Finance and Corporate Resources	Green

Risk Ref	Risk Owner	Last Updated
002 – – Sky Blue Sports and Leisure Ltd and Ors and Coventry City Council and Ors	Deputy Chief Executive - Place	October 2017

Risk Description: An adverse outcome in respect of legal action by the owners of the football club results in a significant financial and reputational impact to the Council.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Appropriate arrangements are put in place to defend the legal action being taken against the Council by the owners of the football club.	On-going	The application for permission to seek a Judicial Review of the Council's decision to extend the lease over the RICOH arena from around 40 years to 250 years. The Council has appointed a legal specialist in state aid and administrative law to represent the Council in court and significant officer time has been invested in support of the legal process.	Director of Finance and Corporate Resources	Green

Risk Ref	Risk Owner		Last Updated
003 - ICT Infrastructure and Change			October 2017

Risk Description: The major programme of on-going developments and implementation of an ICT and Digital strategy is not implemented successfully and causes the following risks to the Council: (1) additional financial pressures (2) significant disruption to the day to day running of the Council both in the implementation phase as a result of continuing to operate with ageing systems in the meantime and an on-going basis, (3) does not underpin the Council's transformation programme and associated new ways of working. (4) infrastructure and systems are not resilient to enable business continuity and data security as the Council becomes more heavily reliant on ICT. (5) Moving to a Digital approach to delivering services offers greater opportunity for Cyber-attacks.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Embed and track actions within our approved Coventry Digital Strategy	Ongoing – annual review	Strategy approved. Digital Change Board established. Member Champion in place.	Director of Customer Services and Transformation	Green
To review our provision for ICT Cyber security and the methods employed to protect our networks from Cyber-attack. To ensure that any attacks against the Council's ICT network can be defended and impact minimised	Sept 2017	A security audit of our current Cloud presence has been completed and there are proactive and ongoing programmes of activity around cyber resilience within ICT and the Audit Committee have also maintained oversight of this area. Cyber Resilience is also a fundamental part of the new ICT Service plan for 2017 and work will be accelerated on this following the NHS/International attack in May 2017.	Director of Customer Services and Transformation	Amber
To continue to review disaster recovery arrangements both within ICT and with Directorates to ensure that the impact of any disruption can be managed and any disruption minimised. To feed into the wider review of Business Continuity arrangements following the outage in May 2017.	On-going	Regular updates are provided to Audit committee on DR provision. Work is in progress to test the DR provision for each key line of business system. A full review of ICT recovery plans is underway and will be complete by end of March 2018. Regular external audits are carried out to review the DR arrangements. Further work is planned with the CSW resilience team to ensure that the ICT protocols and inputs to the Council's wider Business Continuity arrangements are robust, understood and operating effectively.	Director of Customer Services and Transformation	Amber
To agree a programme of audit / peer review work to gain assurance around the efficacy of arrangements in place including our core network infrastructure	On-going	An independent health check review of the Council's core network infrastructure has been scoped and commissioned following the network outage on 23rd May 2017. Immediate	Director of Customer Services and Transformation	Green

and cyber arrangements.		remedial actions have been taken and a full network redesign programme has been agreed with SMB. This will take 18 – 24 months to complete.. A plan of ICT audits has been agreed for 2017 - 2020, and this is underway. Regular meetings are held with Internal Audit to ensure the plan meets the ongoing needs.		
Robust contract and supplier management.	On-going	Significant work in year to improve our approach to supplier management including regular supplier meetings and working with procurement. Going forward we need to explore our approach to supporting ICT with more dedicated procurement resource and expertise, including opportunities across the WMCA area to enable us to more closely monitor this area of significant spend proactively, particularly with pressures on ICT spend post Brexit and as we rely more on digital tools. Recent conversations have held with the Crown Commercial Service to also input to our approach on this.	Director of Customer Services and Transformation	Amber
Develop and periodically review Corporate and Directorate ICT strategies, roadmaps and technology catalogues to ensure technology is kept up to date and maintains a sufficient level of capacity to support increased, or change, of use.	On-going	Corporate roadmap has been refined; this will be reflected in directorate strategies and continually reviewed moving forward. Individual ICT projects are subject to change management and appropriate project management arrangements. Following recent changes in ICT, there is a plan to complete a refresh of the ICT strategy by end of December 2017. Work is underway on the strategy review but the timescale may need to be reviewed to accommodate the start date of a new Director of Customer Services & Transformation towards the end of 2017	Director of Customer Services and Transformation	Green
Dedicated support and approach to the Council's kickstart programme – with the democratic centre and Friargate moves the next key milestones	Summer 2017	There are strong and close links between ICT and the Kickstart programme at both a strategic and operational level. We have established temporary teams within ICT for the deployment of kit and have staff	Director of Customer Services and Transformation	

		dedicated to working on the technical elements of both Friargate and any residual issues with the Democratic Centre.		

Risk Ref	Risk Owner	Last Updated
005 – Workforce Strategy	Deputy Chief Executive - People	October 2017

Risk Description: The organisation fails to develop its workforce to reflect the way it needs to operate in the future.

The workforce strategy programme is not implemented successfully and causes the following risks to the Council;

(1) additional financial pressures (failure to achieve savings targets);

(2) significant disruption to the day to day running of the Council as we fail to meet standards of public sector governance and transparency and/or legislative compliance; and

(3) Does not underpin the Council's transformation programme, including a more agile, digitally capable and committed to Coventry people workforce.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Create a robust stakeholder management and communication mechanisms to ensure 'buy in' and support the fundamental changes needed	On-going	We have completed a stakeholder analysis and put in place a diversity of communication methods to ensure timely and effective consultation with all stakeholders. This will be captured in a written plan and monitored for effectiveness.	Director of Customer Services and Transformation	Amber
Workforce Development - **Planning**; resource planning our workforce needs for now and in the future. - **Supporting**; refreshing our employee engagement and ensure our employment practices are fit for purpose. - **Enabling**: ensure our workforce has access to the tools to work smart and efficiently (technology/location/workstyle) - **Transforming**: put in place an effective leadership & management development programme and a pay and reward framework that is effective and fit for purpose.	Near completion	Ensure robust programme management arrangements, including governance, risk management and effective monitoring arrangements are in place A governance structure has been agreed with SMB acting as the workforce strategy Programme Board, a programme board is in place for the workforce strategy programme and teams are being established to deliver the 4 key areas: A programme manager has been appointed and further resourcing is being put in place. Some written plans and structures are in place whilst others are in development, to be completed by end of October. Implementation/delivery work has commenced with oversight by programme/project team led by Head of HR/OD.	Director of Customer Services and Transformation	Amber

Continue to create positive employee relations to assist effective engagement and partnership working across all areas of our workforce during significant periods of organisational change	In progress	We are working positively and in partnership with our Trade Union colleagues, employees and managers to discuss and explore how we achieve the aspiration set out in the council plan and associated workforce strategy. This includes the development of a robust communications strategy.	Director of Customer Services and Transformation	Amber

Risk Ref	Risk Owner	Last Updated
006 – Adult Social Care	Deputy Chief Executive - People	October 2017

Risk Description The organisation is unable to deliver its statutory requirements in respect of the provision of social care within the resources available resulting in significant risks to vulnerable residents, reputational damage and overspends

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
To implement a series of savings and improvement programmes to support management within available resources	On-going	An Adult Social Care change programme is being implemented which will focus on a number of areas around delivery of savings (through reviews of Internally Provided Services and the voluntary and third sector) as well as areas of practice improvement to ensure a promoting independence approach is taken in all cases. Other key elements of this work include improving the management of transitions as a major cost driver and implementing community Promoting Independence to ensure that people are not taken into long term service provision where this could be prevented. A series of process and flow projects are also underway including increasing the use of digital technology to enable self-assessment and standardising front door functions across adult social care	Director of Adult Services	Amber
Implementation of the Better Care Fund projects and use of 2017-19 Integration and Better Care Fund	On-going	Implementation of projects identified in the 2015/16 submission have been progressed and show a number of positive outcomes in respect of reducing residential and nursing placements and the costs of long term care. The revised 2017-19 Improved Better Care Fund including the additional money for Adult Social Care announced in the spring budget has been agreed with CRCCG and Cabinet. Elements of this additional funding will be used to support Adult Social Care financial sustainability although it should be noted that the additional money is for three years only. The forthcoming CQC system wide review may identify where resource could be better deployed to improve performance and the BCF plan submitted on 11 September 2017 will be subject to an assurance process by NHSE which may also require amendments to local plans to be considered.	Director of Adult Services	Amber

To work with the social care market to ensure services are sustainable and any changes are managed with minimal impact on service users.	On-going	Fee levels are being reviewed to reflect the impact of the National Living Wage rise for 2017/18. Individual providers have been engaged to understand and risk assess issues that exist that may threaten sustainability. A tender for home support has been completed which supports longer term sustainability of the market with work to further stabilise the care home market also being progressed in 2017/18. A provider contingency plan is in place that is used in instances of provider failure.	Director of Adult Services	Green
Developing the Coventry and Warwickshire Sustainability and Transformation Plan (STP)	On-going	The STP is the major NHS led change programme aimed at delivering financially sustainable and quality services across health and social care. The City Council is a key partner in the progression and delivery of work under this plan and is leading on the Preventative and Proactive workstream to help ensure that the maximum benefit for the City Council can be achieved. Through working with Public Health it is also intended that long term preventative measures can be progressed	Director of Adult Services	Amber

Risk Ref	Risk Owner		Last Updated
007 – Safeguarding / Protecting Vulnerable Adults, Children and Families	Deputy Chief Executive - People		June 2017

Risk Description: A child, young person or vulnerable adult experiences abuse or neglect leading to significant harm or death and the Council and its statutory partners or commissioned services are deemed to have failed to safeguard or protect.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Implement learning and action plans from Serious Case Reviews and Safeguarding Adults Reviews similar reviews concerning both adults and children.	On-going	On-going work in this area to progress learning from SCRs and SARs For every review undertaken and each sub group of the Boards have a work plan to include assurance of the recommendations from SCRs and SARs as they are completed.	Director of Adult Services Director of Children's Services	Amber – processes still developing
Re-invigoration of quality assurance framework around social work cases in all teams within children's services	On-going	Quality Assurance activity in place ensuring strong compliance and a firm baseline for review. Robust performance information developed. New audit tools developed with increased level of audit activity. Children's and adult's peer reviews and inspections included a sample audit of cases to inform learning. Other quality activity is underway through the Practice Improvement Forum and workforce development. Managers now focus on the quality of practice	Director of Children's Services	Green
Introduction of use of Care Director for the recording of Safeguarding adults processes and progress to facilitate better monitoring of cases and capacity to performance monitor	Ongoing	Care Director is now being used to record safeguarding activity. Performance monitoring will be established as a result of this.	Director of Adult Services	Amber – processes still developing
Ensure Early-hep services are effective and the provision of an improved response to need	Ongoing	Successfully established 8 early help hubs	Director of Children's Services	Amber
Deliver an improving Children's Services	Ongoing	Identification and early assessment of those children who need immediate protection. Identification of risks and actions taken to protect them are appropriate and effective. Assessment and planning strengthened by use of a risk-management model to support child-focused practice.	Director of Children's Services	Amber
Awareness raising for all Council employees of signs and indictors of risk to children, young people and vulnerable adults.	On-going	Safeguarding training is part of mandatory training. Information through training to all staff advising of what to do if concerned about a child or adult at risk of harm or abuse. All staff have been reminded directly by e mail from the Executive Director, People of the importance of updating their training.	Director of Adult Services Director of Children's Services	Amber – not possible to be sure everyone has

				attended training
		Remains Ongoing - Posters disseminated to reinforce the responsibilities of staff to protect children and young people at risk of abuse.

Safeguarding Boards annual conferences and events to raise awareness across all agencies and promote prevention and protection of children, young people and vulnerable adults.

CSAB has workforce development as a key priority for 2017/18 and is producing a workforce development plan to address this issue in a more systematic way. | | |
| To ensure that the impact of any proposed changes in service delivery specifically consider the risk in relation to safeguarding. | On-going | Explicit consideration of safeguarding implications as part of any change process or proposal, e.g. changes to IT systems.

Explicit consideration of risk in relation to safeguarding to form part of decision making on change proposals brought forward by the People directorate | Deputy Chief Executive | Green |

Risk Ref	Risk Owner	Last Updated
010 – Kickstart - Move to Friargate	Deputy Chief Executive - Place	October 2017

Risk Description: The Council's move to new offices is not delivered either on time or within budget.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
To put in place effective governance structure to oversee the infrastructure developments (e.g. build of new of new office environments, bridge deck, accommodation, decommissioning) as part of the Kickstart Programme.	Completed	A governance structure has been put in place to oversee the Kickstart Programme. This includes: • A Programme Board – Strategic Management Board • Progress Board • Programme Team plus designated leads around key objectives (e.g. finance, property, legal ICT) The Accommodation & FM project, accountable for the delivery of our new offices at Friargate has its own Board and project team that includes Kickstart's overall Programme Manager	Kickstart Programme Manager	Green
A robust plan is in place to help ensure all the inter-related projects are delivered on time to ensure the Council moves to new offices at Friargate.	On-going	Regular team and board meetings, centrally coordinated, to ensure awareness across the entire programme. PC took place on 8.9.17 and plan in place for all moves into FG to be completed by 21.11.17. Heatline & 2nd fibre Periodic engagement with key stakeholder groups, both internal and external, to streamline decision making process and avoid disputes. Main risks currently concern the installation of Heatline to serve the wider Friargate development. A contract between Friargate LLP & Engie is required and the Kickstart team with senior representatives from across the Place Directorate are helping to facilitate and drive negotiations forward. Also, given the increased construction activity around the train station (forecourt; masterplan; access etc.) the risk of interface clashes is increased and so site-wide	Kickstart Programme Manager Director – City Centre and Major Projects Development Director – Transportation & Highways	Amber

		coordination is key. Currently being managed through a Place Directorate Board, dedicated to the more prominent developments in the City of which this matter is one			
Effective project management arrangements (including risk management) are in place to oversee the delivery of the key built environment projects within the Kickstart Programme.	On-going	Programme and project risk registers periodically updated and shared with board and SMB., Weekly sessions with project manager cohort help ensure programme-wide awareness of dependencies and key dates etc.	Kickstart Programme Manager	Green	
Routine monitoring reports to be produced and considered by the Programme Board on a timely basis	On-going	Continuing as originally planned. Reports, both on informal and formal basis are circulated to entire team to maximise awareness of programme progress. Decision-making is via respective project boards; programme board and SMB – depending on impact of decision.	Kickstart Programme Manager	Green	
Effective management of the disposal of existing property estate up to and including the move to Friargate	On-going	Regular involvement with property teams across the Place directorate to ensure the buildings we will no longer need are marketed in adequate time to minimise the overlap of void properties. As teams begin to migrate to the city centre our suburban estate will shrink accordingly – and Commercial Property Management are working closely with the Kickstart team to build a forward plan. Progress so far: Civic Centre estate now sold to Coventry University. Christchurch & Spire House empty and demolition underway to enable the construction of the new sports and leisure centre. .Elm Bank and Eburne now sold. Customer Centre opened and bridge link to Council House removed.	Kickstart Programme Manager	Green	
Appointment of Four Engagement Leads to liaise directly with all teams moving into FG (and any other related moves i.e within BGH, CH etc).	Complete	The four Engagement Leads have been appointed to manage all issues arising from the teams as a result of moving into FG. Each operational team has a team action plan covering all aspects of the move from how teams locate within the new offices to how we manage and access data and files using Office365. This has	Director of Customer Services and Transformation		

		included the creation of a 'model office' in the CH which teams have been encouraged to access and use. 300 tonnes of paper recycled as part of the FAB scheme.		
Training staff to use Office365 (one drive, sharepoint) for information storage, use of Mitel (soft phones), use of smart phones, digital skills training, and follow you printing. Expansion of the Change Agent programme to include Digital Change Agents to support smarter working within Friargate.	October 17	Sharepoint team sites have been set up for every service within the council, however further work needs to be done to establish sharepoint team sites for every team within a service. All staff have a onedrive for personal storage. Mitel training has been rolled out to all relevant staff across the organisation. Further work needs to be done to fully embrace its functionality. 'Follow you printing' has been piloted reducing printing and copying. Office365 Training has been given to all digital change agents. There are now 60+ digital change agents with at least one change agent in each service area locating into FG. The focus in the last update for the next 6 months was to make office365 the default document storage and collaboration platform for all staff and embed the learning required to maximise the return from the use of these platforms. Office 365 training in the form of the digital fortnight has taken place and been very successful with further sessions being offered. H drives will become read only in October and eventually switched off, moving people towards using onedrive (as part of office 365). Worksmart as a concept has been launched and the principles approved by CLT for development and adoption across the organisation to embrace new ways of working and maximise an even greater return from the IT platforms.	Director of Customer Services and Transformation	Amber

Risk Ref	Risk Owner		Last Updated
011 – Friargate Business District	Deputy Chief Executive - Place		October 2017
Risk Description: Failure to attract businesses to move to the Friargate Business District.			

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
GVA have been appointed by Friargate LLP to act in securing tenants for the other buildings	Current through to completion of the scheme	GVA are engaging with potential tenants although a more comprehensive marketing programme has not yet materialised..	Director – City Centre and Major Projects Development	Amber
The collaboration agreement allows for a Project board meeting to update the council not less than every 3 months	Current through to completion of the scheme	Friargate currently have regular monthly marketing meetings and the Council attends those. In addition to this there are regular Project Board meetings.	Director – City Centre and Major Projects Development	Green
The council will where it can and it is appropriate, jointly promote the scheme and introduce potential tenants and occupiers to Friargate LLP	Current through to completion of the scheme	This is occurring currently	Director – City Centre and Major Projects Development	Green
The Council are proposing to bring forward a scheme to provide a series of buildings for Friargate to attract occupiers and initiates a programme of concentrated marketing. (The negotiations with the combined Authority also address the planned treatment number 3 to risk 013 below)	The proposal would be confirmed by the end of the year but the build would be over the next 5 – 10 years	Currently negotiations are being carried out with both the developers and the Combined Authority. It is proposed at this time that the Council enters into a joint venture with the developer Progress on negotiations is being regularly reported to Political Cabinet Should this be successful it will create its own risks that will need to be recorded on the corporate risk register	Director – City Centre and Major Projects Development	Green

Risk Ref	Risk Owner	Last Updated
013 – Creation of a Combined Authority for the West Midlands and agreement of a Devolution Deal	Chief Executive	November 2017

Risk Description:
Alongside the considerable opportunities to fast-track economic growth and public sector reform that the formation of the Combined Authority brings – sit financial, organisational, legal, reputational and political risks. A risk register has been completed at a WMCA level but it is essential that the risks are understood by Coventry – as a City Council and as a City and mitigation plans put in place.
Given the magnitude of this change a detailed analysis will need to be carried out as the Combined Authority develops and a comprehensive specific risk assessment produced.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
The overall financial implications on CCC's budget and medium term financial strategy of local contributions to Treasury's additional £36.5 million annual revenue contribution. Create detailed delivery plans for phasing of £150million capital expenditure on Friargate & City Centre South. Agree human resourcing plan of key CCC officers to both support & shape the creation of the WMCA and ensure delivery of the devolution deal.	On-going	Detailed business plans approved and first investment released from WMCA A capacity and capability review has been agreed by the Political Cabinet	Director of Finance and Corporate Resources Director – City Centre and Major Projects Development Chief Executive	Amber

Risk Ref		Risk Owner	Last Updated
014 – Information Governance		Chief Executive	October 2017
Risk Description: The Council manages a significant amount of personal data and information in the delivery of services using a range of systems and media. With data held in a vast array of places and in varying formats it becomes susceptible to loss, misuse, inadvertent release and breach of privacy. These risks are increased by the growing use of electronic transfer and management of information (including the use of the Government Public Sharing Network). The Council is exposed to financial penalties, sanctions and reputational damage. The Council also recognises the risks of not sharing information appropriately and maximising the opportunities of more digital working to develop services and deliver more effective outcomes. The introduction of the General Data Protection Regulations (GDPR) in May 2018 will introduce some major changes regarding the use of personal data			

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
1. Approved Information Management Strategy and associated programme of work. 2. Effective plans in place to implement the recommendations from the last ICO audit. 3. Effective plans in place for the next ICO audit in November 2017. 4. Implement a Council wide training programme 6. Effective plans in place to meet requirements of GDPR	On-going	. * Information Management Strategy Group has Corporate oversight for progress on the Information Management Strategy implementation and action plans relating to ICO audit and GDPR readiness. Audit and Procurement Committee taking effective oversight of information management, including receipt of comprehensive update on progress with the recommendations form the ICO visit (February 2017) and Information Governance Annual Report 2016/17 (July 2017) * Comprehensive training programme: IG Handbook, 'Don't Gamble with Data' module – compliance being monitored by CLT * Information Governance function part of the regular compulsory mandatory training with annual Data Protection	Director of Finance and Corporate Resources (SIRO)	Amber

		Training . * Information Asset Register and list of Asset owners compiled. Training for Information Asset Owners and Managers scheduled for 30 October and 6 November. * Recruitment of a 'Records Manager Review of IG related policies, new Data Handling Policy Approved Spot check annual programme being devised. * Compliance with PSN requirements.		

Risk Ref	Risk Owner		Last Updated
015 Historic Abuse Investigations	Chief Executive		October 2017

Risk Description:

There is a risk that any ongoing police investigations and their requirements for support from the Council into historic child abuse will impact on the Council in respect of its operations and its reputation

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
The Council has convened a Strategic Overview Group comprising the Chief Executive, Executive Directors and officers to oversee the Council's response and effect any necessary action. Regular meetings of the Services involved to ensure any actions required are escalated for decision.	On-going	Resources allocated to ensure that the Council meets its obligations including the formation of dedicated teams.	Chief Executive	Green

Risk Ref	Risk Owner	Last Updated
016 Failure to comply with Health and Safety legislation	Chief Executive	October 2017

Risk Description:

Failure to comply with Health and Safety legislation/practice leading to a) intervention, prosecution by the HSE and other agencies b) injury to employees and other parties c) increase in sickness absence d) liability claims e) damage to reputation f) corporate manslaughter g) reduction in performance and standards

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Corporate Health and Safety Policy and Strategy with roles and responsibilities clearly defined	On-going	Approved H&S Policy statement setting out roles, responsibilities - version July 2017 – 2019.	Chief Executive	Amber
Health and safety consultation and communication with employees		Formal health and safety consultation arrangements through H&S Strategy Group, Joint Safety Forum and operational H&S meetings. Informal health and safety communication through management and team meetings		
Health and safety audit, monitoring and inspection programmes		Managers H&S Annual Self Audit Monitoring and inspection at service level by managers Independent audit, inspection and monitoring p by H&S staff to ensure compliance and high performance		
Health and safety action plans identifying areas for improvement		Corporate H&S Action Plan – version July 2017 – 2019 Directorate/service action plans developed from audits, monitoring and inspection of the workplace.		

Health and safety training, toolkits and information dissemination		Risk Assessment toolkit and guidance on key h&s issues available for managers and employees. Mandatory Health and Safety Training Programme Toolbox talks and awareness campaigns on high profile issues. Health and safety newsletter		Green
Process and system for recording and monitoring incidents and accidents		SHEASSURE incident reporting system in place. Investigations carried out as required. Procedures for reporting work related injuries, diseases and dangerous occurrences		Green
Professional H&S and Occupational Health service		Team of Occupational Health and H&S staff providing specialist advice and support to the organisation Health surveillance in line with legislative requirements		Green
Arrangements for statutory/legislative inspections and assessments		Contracts/procedures in place to comply with legal assessments/inspections		Green

Risk Ref	Risk Owner	Last Updated
017 – City Centre South	Deputy Chief Executive - Place	October 2017

Objective; the redevelopment of the City Centre South area to provide high quality retail and leisure facilities and the consequent social and economic regeneration of the whole City Centre

Risk Description	Timescale	Treatment and Progress	Risk Manager	Control Status
Time delay in the site assembly period. The risk refers to the time period associated with CCC assembling the site – the previously obtained planning permission is no longer current and needs reapplication, there may be a need for CPO to obtain the necessary properties. It is important that there is timely acquisition of land and property to enable the scheme to proceed as planned so the expected outputs are delivered. The majority of the site is owned by the Council but a smaller number of acquisitions are required either voluntarily or by CPO	Current through to completion of the scheme	Planning permission will again be sought as required. In pursuing property acquisition or CPO the Council will use reasonable endeavours to secure these by negotiation and as far as possible these will be conditional agreements whereby the costs are not incurred until the land is actually needed	Director – City Centre and Major Projects Development	
Project fails to secure an Anchor Tenant of sufficient standing. Consequent failure to attract suitable retail and leisure adjacencies. The failure to acquire an 'aspirational' anchor store will have a direct impact on the development and 'prestige' of the area. This increases the likelihood that that the social and economic benefits of the project will not be delivered in full.	Current through to completion of the scheme	.There are several suitable Anchor Stores of the quality needed that would make the project successful. The appropriate parties will engaged and convinced of the opportunity available. The quality of the adjacencies will flow naturally from the standing of the Anchor Store.	Director – City Centre and Major Projects Development	

The desired and necessary mix of Property type and Occupation is not achieved There is a risk of the failure by the Developer to obtain from interested parties, of the required status, a commitment to the scheme as proposed. This would impact on the ability of the Developer to demonstrate to the financial markets that it had the right tenant base at the right income levels to obtain the necessary development funding.	Current through to completion of the scheme	The developer has tested the retailer and leisure operator demand and is confident that the necessary agreements can be signed to deliver the plans outlined in their proposals. This is also primarily contingent on achieving an Anchor Store of sufficient status.	Director – City Centre and Major Projects Development	
Availability of WMCA Funding Support funding from the WMCA has been agreed However, is sufficient progress with the Project is not achieved its availability may be reviewed.	Current through to completion of the scheme	The programme will be tightly monitored and managed by the Project team to ensure sufficient progress and highlight any emerging issues.	Director – City Centre and Major Projects Development	