

Coventry City Council – Corporate Risk Register

Risk Ref	Risk Owner		Last Update	
001 – Finance	Deputy Chief Executive - Place		September 2018	
<p>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.</p>				
Planned Treatment	Timescale	Progress to Date	Risk Manager	Control Status
<p>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.</p> <p>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.</p>	February 2018 (Budget Report)	<p>Final Budget proposals were approved by Cabinet and Council in February 2018 which identified a balanced position for 2018/19 and 2019/20. The final (third) year of the medium term position shows a deficit position of £21m at this stage.</p> <p>2019/20 is the final year of the existing 4 year settlement which should ensure that Government resource levels remain relatively stable within this time period.</p> <p>The unbalanced position for 2020/21 and the substantial planned changes in the local government funding model which is due for that year provide for significant uncertainty and financial challenge over the medium term. The Director of Finance and Corporate Services will put plans in place in the early part of 2018/19 with SMB and CLT to identify the necessary actions to move the Council's medium term budget position towards a balance position.</p>	Director of Finance and Corporate Resources	Green
<p>A rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny.</p> <p>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.</p>		<p>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.</p> <p>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</p>	Director of Finance and Corporate Resources	Green

		<p>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.</p> <p>The 2017/18 Outturn position resulted in a revenue underspend and a strengthening of the Council's General Fund reserve.</p>		
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. Medium term budget plans take account of the likely profile of ongoing expenditure pressures in these areas.	Director of Finance and Corporate Resources	Green
To ensure there is an effective consultation process around proposals outlined in the Pre-Budget Report.	On-going	<p>The proposals in the 2018/19 Pre-Budget Report were subject to public consultation over an 8 week period during which individual meetings were held with stakeholders with whom we have a statutory requirement to consult.</p> <p>In addition the consultation had a significant profile on the City Council's website and social media platforms to encourage public engagement.</p>	Director of Finance and Corporate Resources	Green
Risk Ref	Risk Owner		Last Update	
002 – – Sky Blue Sports and Leisure Ltd and Ors and Coventry City Council and Ors	Deputy Chief Executive - Place		September 2018	
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.	Director of Finance and Corporate Resources	Green

		<p>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.</p> <p>The respective cases of both sides have been presented in Court and we are currently awaiting the decision.</p>		
Risk Ref	Risk Owner		Last Update	
003 - ICT Infrastructure and Change			September 2018	
<p>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.</p>				
Planned Treatment	Timescale	Progress to Date	Risk Manager	Control Status
Embed and track actions within our approved Coventry Digital Strategy	On-going – 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	On-going	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 continuing ICT Service plan for 2018/19 and work will be accelerated on this following the NHS/International attack in May 2017.	Director of Customer Services and Transformation	Amber
<p>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.</p> <p>To feed into the wider review of Business Continuity arrangements following the outage in May 2017.</p>	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 was completed last financial year and is now continually reviewed as part of "business as usual" with monthly "checkpoint" meetings to review any concerns. Regular external audits are carried out to review the DR arrangements.	Director of Customer Services and Transformation	Amber

		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.		
To agree a programme of audit / peer review work to gain assurance around the efficacy of arrangements in place including our core network infrastructure and cyber arrangements.	On-going	<p>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 remedial actions have been taken and a full network redesign programme has been agreed with SMB. This will take 18 – 24 months to complete.</p> <p>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.</p>	Director of Customer Services and Transformation	Green
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	<p>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.</p> <p>This timescale has been reviewed and will now deliver the ICT Strategy refresh by end of 2018. This</p>	Director of Customer Services and Transformation	Green

		is to allow for it to align with the emerging One Council single transformation programme.		
To review our provision for a Unified Communications platform for the organisation including providing more resilience	May 2019	<p>Our contract for our existing unified communications solution (Mitel) expires in May 2019. Whilst there is an option to extend the contract we are keen to understand our options given the lessons learned from the deployment of the solution. Also highlighted is the importance of resilience for our telephony solution to provide continuation of service during any technical outages.</p> <p>During June 2018 SMB endorsed an approach to split our telephony platform in two, one solution for our main user base and one solution for our Customer Service Centre.</p> <p>Current activities include:</p> <ul style="list-style-type: none"> • A migration to Skype for Business Online has begun for our main user base and will be complete by March 2019 <p>A procurement activity is underway (currently at requirements gathering stage) for our Customer Service Centre telephony. The target implementation completion for the Customer Service Centre solution is May 2019.</p>	Director of Customer Services and Transformation	Amber

Risk Ref	Risk Owner		Last Update	
005 – Workforce Strategy	Deputy Chief Executive - People		September 2018	
<p>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;</p> <p>(1) additional financial pressures (failure to achieve savings targets);</p> <p>(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</p> <p>(3) Does not underpin the Council's transformation programme, including a more agile, digitally capable and committed to Coventry people workforce.</p>				
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
<p>Workforce Development</p> <ul style="list-style-type: none"> - 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	<p>Ensure robust programme management arrangements, including governance, risk management and effective monitoring arrangements are in place</p> <p>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:</p> <p>A programme manager has been appointed and further resourcing is being put in place.</p> <p>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.</p>	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 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
Workforce Reform seeks to deliver a £5m saving from the overall pay bill, hence protecting investment in frontline services	In progress	We are seeking to, and have strengthened our governance resourcing and planning arrangements, in particular applying repeat scope, design and financial modelling to the various options available in order to deliver the savings. Subsequently scrutiny and oversight will remain with SMB and Elected Members although the scale and pace of change is challenging.	Director of Customer Services and Transformation	Red
Risk Ref	Risk Owner		Last Update	
006 – Adult Social Care	Deputy Chief Executive - People		September 2018	
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 improvement programme is being implemented which will focus on a number of areas of activity in including improving our front door operations as well as areas of practice improvement to ensure asset based and promoting independence approaches are taken in all cases. Other key elements of this work include maximising the impact of re-ablement and/or promoting independence approaches and using new technologies to support people where possible.	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 although costs of care continue to increase.	Director of Adult Services	Amber

		<p>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 and has been approved by NHSE. 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.</p> <p>In July 2018 revised expectations were issued which require further improvement against DTOC. This further improvement will be challenging and risks exist of the target not being met.</p> <p>The improvement plan resulting from the CQC system wide review is in implementation with progress being made This continues to be overseen by the Coventry HWBB and DHSC.</p>		
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	<p>Fee levels are being reviewed to reflect the impact of the National Living Wage rise for 2017/18 and changes to categorisation of sleep-ins as working time.</p> <p>The recent Supreme Court ruling on sleep-ins will require the approach taken in 2017/18 to be further reviewed. 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 and the outcome embedded which supports longer term sustainability of the market.</p> <p>A provider contingency plan is in place that is used in instances of provider failure – this has recently been reviewed and agreed by Cabinet Member</p>	Director of Adult Services	Green
Developing the Coventry and Warwickshire Sustainability and Transformation Plan (STP)	On-going	<p>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</p>	Director of Adult Services	Amber

		<p>Preventative and Proactive work stream to help ensure that the maximum benefit for the City Council can be achieved. The 'upscaling prevention' is a significant programme within this.</p> <p>There has been a recent series of recent workshop on how system development can progress in the context of the requirement for an Integrated Care System. Note that although this is primarily a health programme driven by the NHS local authorities remain key partners</p>		
Risk Ref	Risk Owner		Last Update	
007 – Safeguarding / Protecting Vulnerable Adults, Children and Families	Deputy Chief Executive - People		September 2018	
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-help services are effective and the provision of an improved response to need	Ongoing	Successfully established 8 early help hubs	Director of Children's Services	Green
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 indicators of risk to children, young people and vulnerable adults.	On-going	<p>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.</p> <p>Improving safeguarding training uptake remains ongoing and a key element of the workforce sub-group responsibilities.</p> <p>Posters disseminated to reinforce the responsibilities of staff to protect children and young people at risk of abuse.</p> <p>Safeguarding Boards annual conferences and events to raise awareness across all agencies and promote prevention and protection of children, young people and vulnerable adults</p> <p>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.</p>	Director of Adult Services Director of Children's Services	Amber – not possible to be sure everyone has attended training

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	Amber
Risk Ref	Risk Owner		Last Update	
011 – Friargate Business District	Deputy Chief Executive - Place		September 2018	
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 currently occurring	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	The Combined Authority has approved £51.2m grant funding for the purposes of accelerating delivery of the overall Friargate Masterplan. It is proposed at this time that the Council enters into a joint venture with the developer. Approval to proceed in setting up a joint venture was made by full council Currently, negotiations are taking place with the developer.	Director – City Centre and Major Projects Development	Green

		Should this be successful it will create its own risks that will need to be recorded on the corporate risk register		
Risk Ref	Risk Owner		Last Update	
013 – Creation of a Combined Authority for the West Midlands and agreement of a Devolution Deal	Chief Executive		September 2018	
Risk Description: Alongside the considerable opportunities to fast-track economic growth and public sector reform that constituent membership of the West Midlands Combined Authority (WMCA) brings – sit financial, organisational, legal, reputational and political risks. A detailed risk register has been completed at a WMCA level which is reviewed by its Audit & Risk Committee and Overview & Scrutiny, 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				
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 in order to fund the £8 billion infrastructure/growth programme.	On-going	Annual constituent membership fees profiled into budget. Any further revenue contributions, including for funding of the WM Growth Company subject to separate business/investment case and political decision-making process within CCC.	Director of Finance and Corporate Resources	Amber
Create detailed delivery plans for phasing of £150million capital expenditure on Friargate & City Centre South.	On-going	Detailed business plans approved and first investment released from WMCA.	Director – City Centre and Major Projects Development	Green
Re-profiling of £60 million capital funding to accelerate public realm/highways schemes for UK City of Culture 2021readiness.	October 2018	Alternative business case and prioritisation of schemes completed.	Deputy Chief Executive - Place	Amber

Risk Ref	Risk Owner			Last Update	
014 – Information Governance	Chief Executive			September 2018	
<p>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 introduced some major changes regarding the use of personal data which impact on the Information Governance Team and service areas.</p>					
Planned Treatment	Timescale	Progress to Date		Risk Manager	Control Status
<ol style="list-style-type: none"> 1. Approved Information Management Strategy and associated programme of work. 2. Effective plans in place to implement the recommendations from the ICO audit in November 2017. 3. Implement a Council wide training programme 4. Effective plans in place to meet requirements of GDPR 	On-going	<p>Information Management Strategy Group (IMSG) has Corporate oversight for progress on the Information Management Strategy implementation and action plans relating to ICO audit and GDPR readiness.</p> <p>Audit and Procurement Committee taking effective oversight of information management, including receipt of outcomes of the ICO audit (February 2018) and Information Governance Annual Report (July 2018)</p> <p>Comprehensive Information Management and Data Protection Training Strategy developed for approval by IMSG April 2018.</p> <p>New mandatory training for network users launched March 2018 incorporating GDPR and information security with 99.5% compliance achieved by the introduction of GDPR.</p> <p>Significant amount of work undertaken in preparation for GDPR but further work required to achieve full compliance. GDPR action plan monitored by IMSG to identify and prioritise outstanding actions. Children’s Services, one of the Council’s identified high risk areas, has agreed to undertake a high level Record of Processing Activity now and build detailed work into planned service redesign later this year which carries some risk.</p>		Director of Finance and Corporate Resources (SIRO)	Amber

		Restructure of Information Governance Team out to consultation to consolidate temporary and ongoing Police Disclosure work and maximise resources to support additional activity.		
Risk Ref	Risk Owner		Last Update	
016 Failure to comply with Health and Safety legislation	Chief Executive		September 2018	
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
<p>Corporate Health and Safety Policy and Strategy with roles and responsibilities clearly defined</p> <p>Health and safety consultation and communication with employees</p> <p>Health and safety audit, monitoring and inspection programmes</p> <p>Health and safety action plans identifying areas for improvement</p>	On-going	<p>Approved H&S Policy statement setting out roles, responsibilities - version July 2017 – 2019.</p> <p>Formal health and safety consultation arrangements through H&S Strategy Group, Joint Safety Forum and operational H&S meetings.</p> <p>Informal health and safety communication through management and team meetings</p> <p>Managers H&S Annual Self Audit Monitoring and inspection at service level by managers</p> <p>Independent audit, inspection and monitoring p by H&S staff to ensure compliance and high performance</p>	Chief Executive	Amber

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		
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 Update	
017 – City Centre South	Deputy Chief Executive - Place		September 2018	
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				
Planned Treatment	Timescale	Progress to Date	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	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	Amber

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		Opportunities for making appropriate early acquisitions are considered when they arise e.g. Aviva		
<p>Project fails to secure an Anchor Tenant of sufficient standing. Consequent failure to attract suitable retail and leisure adjacencies.</p> <p>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 the social and economic benefits of the project will not be delivered in full.</p>	Current through to completion of the scheme	<p>There are several suitable Anchor Stores of the quality needed that would make the project successful. The appropriate parties will be engaged and convinced of the opportunity available.</p> <p>The quality of the adjacencies will flow naturally from the standing of the Anchor Store.</p> <p>Anchor store discussions are ongoing, however various options are also being explored that either substitute the traditional department store for an alternative anchor proposition or exclude the anchor</p>	Director – City Centre and Major Projects Development	Amber
Risk Ref		Risk Owner		Last Update
018 – Coventry Station Masterplan		Deputy Chief Executive - Place		September 2018
<p>Objective; Coventry Station Masterplan consists of 3 major phases to improve the Station and frequency of rail travel from Coventry to Nuneaton. The work streams are as follows:</p> <p>Phase 1. A high quality glazed footbridge connecting all four platforms at the station</p> <p>Phase 2. A new bay platform at Coventry Station, with associated track and signalling works.</p> <p>Phase 3. A second station building, 633 space multi-storey car park and new bus interchange complemented by highway improvements to Warwick Rd and the creation of a new western link road to unlock the western extent of the Friargate development.</p>				
Planned Treatment	Timescale	Progress to Date	Risk Manager	Control Status
<p>Delay to programme delivery: All phases</p> <p>Delay to phase 1 Footbridge and Canopies programme could compromise the start date for phase 2 which requires access to the site by September 2019, which would then compromise the ability to deliver phase 3 by the end of 2020.</p>	Current through to completion of the scheme	<p>All programmes are monitored closely at bi-monthly Operational Boards, bi-monthly Strategic Boards (held on alternate months) and bi-weekly Project Monitoring Group meetings.</p> <p>Enabling works for phase 2 have been built into phase 1 to reduce the risk of delayed phase 2 start.</p>	Director – Transport & Highways	Amber

<p>Disruption to rail passengers during construction, due to reduced car parking and platform lengths</p>	<p>Current through to completion of the scheme</p>	<p>Work has started to create a temporary car park adjacent to Westminster Road to replace rail car parking that will be lost during construction.</p> <p>The project team and contractor are working closely with the station franchise operator Virgin Trains to look at phasing and how any platform restrictions are communicated to passengers to ensure rail services remain unaffected and passengers continue to use the station throughout construction.</p>	<p>Director – Transport & Highways</p>	<p>Amber</p>
<p>Proposed summer delivery timescales clash with train driver availability resulting in additional costs or a delayed programme</p>	<p>Current through to completion of the scheme</p>	<p>We continue to work with West Midlands Trains to ensure works are properly aligned with their planning and training routine.</p>	<p>Director – Transport & Highways</p>	<p>Amber</p>