

Coventry City Council – Corporate Risk Register

Risk Ref	Risk Owner		Last Updated	
001 – Finance	Deputy Chief Executive - Place		January 2020	
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
<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 2020 (Budget Report)	<p>In November 2019, Cabinet approved the Pre-Budget Report for 2020/21 incorporating proposals which would move the Council towards a near balanced position for the year. Further proposals will be brought forward as part of the final Budget Report in February 2020 that will balance the budget.</p> <p>Significant unbalanced positions remain for future financial years.</p> <p>Substantial planned changes in the local government funding model have been and will be subject to decisions by the new Government following the December 2019 general election. This presents significant uncertainty and financial challenge over the medium term.</p> <p>SMB and CLT have identified a transformation programme incorporating workstreams to help move the Council’s medium-term budget position towards a balanced position and Members have been briefed on this.</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. 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>	Ongoing	<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</p>	Director of Finance and Corporate Resources	Green

		<p>their required financial targets. The budget is managed on a whole Council basis. The Director of Finance and Corporate Resources will seek to balance any areas of budgetary overspend with underspends in other areas.</p> <p>The 2019/20 Quarter 2 position reflects a balanced position, and this follows an underspent position for the 2018/19 financial year indicating a relatively sound overall position.</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.	Ongoing	<p>The main areas of concern are in housing / homelessness, looked after children and SEN Transport. Work has progressed more recently to address the wider issues of housing and homelessness in the city, although this remains an area where the Council's plans to control costs have yet to take effect. Medium term budget plans take account of the likely profile of ongoing expenditure pressures in some of these areas although this will need to be refreshed in the current Budget process.</p>	Director of Finance and Corporate Resources	Green
To ensure that there is an effective consultation process around proposals outlined in the Pre-Budget Report.	Ongoing	<p>The proposals in the 2020/21 Pre-Budget Report have been subject to public consultation over an eight-week period during which the Council fulfilled its requirements to involve 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 Updated	
002 – Sky Blue Sports and Leisure Ltd and Ors and Coventry City Council and Ors		Deputy Chief Executive - Place		December 2019	
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 Coventry City Football club.	Ongoing	<p>The Supreme Court upheld the judgement of the Court of Appeal which was to refuse permission for the hearing. The Judicial Review process in the English Courts is exhausted.</p> <p>The owners of Coventry City Football Club have now raised a complaint with the European Commission which the City Council has responded to via the department for Business, Energy and Industrial Strategy. A decision is awaited as to whether the European Commission is minded to investigate the complaint.</p>	Director of Finance and Corporate Resources	Green	

Risk Ref	Risk Owner		Last Updated	
003 - ICT Infrastructure and Change	Deputy Chief Executive - People		December 2019	
Risk Description: The major programme of ongoing 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 ongoing 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 Housing 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.	Ongoing	A security audit of the Council's Cloud presence has been completed and there are proactive and ongoing programmes of activity around cyber resilience within ICT. The Audit Committee have also maintained oversight of this area. Cyber Resilience is also a fundamental part of the continuing ICT Service plan for 2019/20 and future years, it also forms part of the newly published ICT strategy. A recent restructure in the network services team doubles the size of our ICT Security Team to provide more support, focus and resilience in this area. During 2020/21 the Council will be undertaking a "Cyber Essentials Plus" accreditation, which is developed by the National Cyber Security Centre to provide further assurances.	Director of Housing 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.	Ongoing	Regular updates are provided to Audit Committee on Disaster Recovery provision. Work is in progress to test the 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 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 Housing 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 and cyber arrangements.	Ongoing	<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 Housing and Transformation	Green
Robust contract and supplier management.	Ongoing	<p>Significant work in year to improve the approach to supplier management including regular supplier meetings and working with Procurement Department. Going forward the Council needs to explore its approach to supporting ICT with more dedicated procurement resource and expertise, including opportunities across the WMCA area to enable it 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 communication with the Crown Commercial Service to also input to the Council's approach.</p>	Director of Housing 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.	Ongoing	<p>Corporate roadmap has been refined; this will be reflected in directorate strategies and be continually reviewed. Individual ICT projects are subject to change management and appropriate project management arrangements.</p> <p>A revised ICT Strategy was approved by Cabinet in October 2019.</p> <p>The Strategy is based on the key principles of "Coventry as a Platform" which seeks to streamline and modernise processes and systems and the "Digital Workforce", ensuring staff have the relevant skills and tools to make the best use of the technologies available. The Strategy is aligned to the One Coventry approach and reflects requirements stemming from:</p>	Director of Housing and Transformation	Green

		<ul style="list-style-type: none">- Medium Term Financial Strategy- One Coventry Council Plan- Coventry UK City of Culture 2021- Digital Coventry Strategy for the city <p>The Strategy also recognises the priority of protecting the Council's technology estate, data and users from cyber-threats through robust and proactive approaches to the Council's cyber security measures.</p>		
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Risk Ref		Risk Owner		Last Updated
005 – Workforce Strategy		Deputy Chief Executive - People		November 2019
Risk Description: If the council does not deliver “The People Plan” key workforce and organisational development objectives will not be met, resulting in the failure of “One Coventry” and the council’s priorities of being Globally connected, locally committed and delivering its priorities with fewer resources not being delivered.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Organisational Development One Coventry values will be established which will enable the council to have a workforce that is engaged in a supportive culture of learning, well-being, competence and leadership.	One year	A staff consultation exercise has been commenced that will develop, introduce and embed a set of organisational values. The workforce Equality, Diversity and Inclusion action plan is being implemented. The council is ensuring organisational compliance with mandatory training, appraisals and inductions. 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 Human Resources	Amber
Pay, Reward and recognition The council will have a total reward strategy that attracts, values and retains talent that will support the organisational values and priorities	One year	A pay modeller has been engaged to assist the Council in developing a pay structure in line with best practice, undertake an equality review and help shape the future offer.	Director of Human Resources	Amber
Recruitment and Retention The council will develop flexible recruitment methods which meet the needs of the Council and provides a diverse workforce for the future, that is commercially aware and strives for excellent customer care.	One year	A new recruitment system; Tridpad has been purchased and is in the process of being implemented with a launch date of the 1/4/20. A part of the introduction of the system, is generating a review of processes as we work towards being an employer of choice.	Director of Human Resources	Amber

<p>Health and Well-being</p> <p>A supportive culture of health and well-being will be established as an essential element of the Council's offer to employees.</p>	One year	<p>Working with Public Health and the trades unions, a health and well- being plan is being developed to introduce some creative initiatives to support staff at work.</p> <p>A review with the trades unions of 'Promoting Health at Work' policy is planned, work has commenced on the Terms of Reference.</p>	Director of Human Resources	Amber
<p>Workforce Planning and Management Information and Support</p> <p>The Council will have a positive employee relations climate which is supported by effective policies and procedures and management information.</p>	One year	<p>Working in partnership with our trade union colleagues, a timetable to review policies and procedures has been produced which provides an order and timeframe to deliver required change. The first five identified are the trades unions priorities.</p>	Director of Human Resources	Amber

Risk Ref		Risk Owner	Last Updated	
006 – Health and Adult Social Care		Deputy Chief Executive - People	January 2020	
Risk Description: The organisation is unable to deliver its statutory requirements in respect of the provision of social care within the resources available and work in partnership with health to deliver the national expectation of an integrated care system, resulting in significant risks to vulnerable residents, reputational damage and overspends.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Implementation of the Better Care Fund projects and use of Better Care Fund and Adult Social Care Support Grant.	Ongoing	<p>The revised 2017-19 Improved Better Care Fund including the additional money for Adult Social Care announced in the spring budget was agreed with CRCCG and Cabinet and has been approved by NHSE.</p> <p>The projects identified, as well as the reprofiling of the initial allocations, has enabled costs and demands to be managed into the 19/20 year.</p> <p>Increasing pressures within Mental Health services are providing further challenge this year.</p> <p>Uncertainty remains regarding future grant allocations, however a one-year rollover of grants as well as an additional Social Care Grant has been promised to cover 20/21.</p> <p>Monthly budgetary meetings review the position and actions are identified to manage the overall resource envelope.</p>	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.	Ongoing	<p>Providers continue to be engaged on an individual basis to understand and risk assess issues that exist that may threaten sustainability.</p> <p>The prevalence of enhanced payments to residential care homes for older people is increasing the overall spend in this area and a commissioning process is underway in order to attempt to achieve a greater level of consistency and clarity on fee levels.</p>	Director of Adult Services	Green

		A provider contingency plan is in place that is used in instances of provider failure.		
Develop the Coventry and Warwickshire Integrated Care System (ICS) and local arrangements to deliver the Long Term Plan.	Ongoing	<p>The development of the Coventry and Warwickshire ICS and delivery of the Long Term Plan is the major NHS led change programme aimed at delivering financially sustainable and quality services across health and social care.</p> <p>Senior officers and elected Members are involved in the development of the Long Term Plan.</p> <p>The City Council is a key partner in the progression and delivery of this work through a range of existing and new governance arrangements and is leading on the Population Health and Prevention work stream to help ensure that the maximum benefit for the City Council can be achieved.</p>	Deputy Chief Executive	Amber

Risk Ref	Risk Owner		Last Updated	
007 – Safeguarding / Protecting Vulnerable Adults, Children and Families	Deputy Chief Executive - People		January 2020	
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 (SCR) and Safeguarding Adults Reviews (SAR).	Ongoing	Ongoing work in this area to progress learning from SCRs and SARs. For every review there is a work plan which includes an assurance that the recommendations from SCRs and SARs are completed.	Director of Adult Services Director of Children's Services	Amber
Re-invigoration of quality assurance framework around social work cases in all teams within children's services.	Ongoing	Quality Assurance is actively in place ensuring strong compliance and a firm baseline for review. Robust performance information and new audit tools have been developed with an increased levels 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 a 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
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	Director of Children's Services	Amber

		use of a risk-management model to support child-focused practice.		
Awareness raising for all Council employees of signs and indicators of risk to children, young people and vulnerable adults.	Ongoing	<p>Safeguarding training is part of mandatory training. This informs all staff of what to do if they are concerned about a child or adult at risk of harm or abuse.</p> <p>All staff are reminded of the importance of updating their training and this is checked at the point of appraisal.</p> <p>Improving safeguarding training uptake is ongoing and a key element of the workforce sub-group responsibilities. There is an ongoing issue in assurance of training completion as statistics currently only count on-line training and not classroom based (which a number of ASC staff attend).</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>An enhanced suite of training is in place for practitioners and managers undertaking safeguarding activity.</p> <p>An Adult Safeguarding awareness week was held in November 2019.</p>	Director of Adult Services Director of Children's Services	Amber

Risk Ref	Risk Owner		Last Updated	
011 – Friargate Business District	Deputy Chief Executive - Place		December 2019	
Risk Description: Failure to attract businesses to move to the Friargate Business District.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Delivery of a series of high quality commercial buildings, as part of a comprehensive master planned development, through Friargate JV Project Ltd (a joint venture of which the Council is a 50% shareholder).	JV entered into – Jan 2019	<p>Building Two has planning consent – work is underway to take forward the delivery process for the building (anticipated completion date 2022).</p> <p>JV entered into between parties January 2019 and the JV Board meetings underway. The JV has authorised the next stage of Building Two’s design and cost development (RIBA Stage 3). The Council is currently undertaking due diligence on the programme, costs and lettability of this building in conjunction with our commercial advisors, Cushman and Wakefield, and the Friargate JV. It is anticipated that a report to Members will be brought forward in early 2020 setting out officer recommendations for next steps.</p> <p>The WMCA has approved £51.2m grant funding for the purposes of accelerating delivery of the overall Friargate Business District. This funding will be used to deliver Building Two (subject to a formal Grant Agreement being entered into with the WMCA which is anticipated to be in place by March 2020).</p>	Director – Project Management and Property Services	Green
Cushman and Wakefield (CW) appointed to develop letting strategy for Building Two	Ongoing	CW are working with the Council to develop the overall lettings strategy and commence engagement with potential tenants.	Director – Project Management and Property Services	Green

Risk Ref	Risk Owner	Last Updated
013 – Constituent Membership of the West Midlands Combined Authority	Chief Executive	December 2019

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. This includes elements of the WMCA Devolution Deal investment programme, much of which relates to Coventry transport infrastructure schemes, for which funding sources including a Council Tax precept and Business Rates levy have not been progressed at this stage.

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 that mitigation plans are put in place.

Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
The overall financial implications on the Council'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.	Ongoing	Annual constituent membership fees profiled into budget. Funding of the WM Growth Company is subject to a separate business/investment case and has not resulted in additional financial contributions from the Council at this stage.	Director of Finance and Corporate Resources	Green
Create detailed delivery plans for phasing of circa £100million capital expenditure on City Centre South.	Ongoing	Funding released for delivery of detailed planning application and demolition.	Director of Project Management and Property Services	Green
Create detailed delivery plans for phasing of circa £50million capital expenditure on Friargate.	Ongoing	Joint Venture for Friargate signed. Hotel development agreed. Detailed cost analysis for Friargate 2 underway.	Director of Project Management and Property Services	Amber

Risk Ref	Risk Owner		Last Updated	
014 – Information Governance	Chief Executive		December 2019	
Risk Description: Breach of the DPA2018/GDPR: 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 many 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 Law imposes strict timeframes on the Council to meet statutory requirements for responding to requests for information. The Council is exposed to financial penalties, sanctions and reputational damage for failure to meet statutory deadlines and for breaches to the Data Protection Act 2018/GDPR. The introduction of the General Data Protection Regulation (GDPR) in May 2018 introduced some major changes regarding the use of personal data which impact on the Information Governance Team and service areas ability to meet the statutory deadlines. Also, in 2018 The Data Protection Act 2018 came into force. The Act updates the DPA1998 and complements the GDPR therefore the risks will remain post Brexit.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
<ul style="list-style-type: none">Approved Information Management Strategy and associated programme of workImplement a Council wide training programmeEffective plans in place to meet requirements of GDPREffective systems and working arrangements in place to deliver local and national requirementsNew software and ways of working are being developed to improve the timeliness and quality of responses to information requests in line with legislative requirements	Ongoing	<p>Information Management Strategy Group (IMSG) and Information Governance Team has Corporate oversight for progress on the Information Management Strategy implementation.</p> <p>Comprehensive Information Management and Data Protection Training Strategy approved April 2018. Refresh and update being undertaken to ensure the high level of compliance in year 1 is maintained.</p> <p>Communications plans are being strengthened to maintain and raise awareness and embed a positive information governance culture.</p> <p>A significant amount of work was undertaken in preparation for GDPR and further work continues to build on this. Children’s Services, one of the Council’s identified high risk areas, is building privacy into its programme of service re-design.</p> <p>An IT platform has been developed to handle Freedom of Information requests and Subject Access Requests. A business case is being prepared for the development of software which will help to control</p>	Director of Finance and Corporate Resources (SIRO)	Amber

		information asset management and data security incidents.		
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Risk Ref	Risk Owner		Last Updated	
016 Failure to comply with Health and Safety legislation	Chief Executive		December 2019	
Risk Description: Failure to comply with Health and Safety legislation/practice leading to (a) injury to employees and other parties (b) intervention and prosecution by the HSE and other agencies (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	Ongoing	Approved Health and Safety Policy statement setting out roles, responsibilities - version July 2019 – 2021.	Chief Executive	Amber
Health and safety consultation and communication with employees		Formal health and safety consultation arrangements through Health & Safety Strategy Group, Joint Safety Forum and operational Health & Safety committees.		
Health and safety audit, monitoring and inspection programmes		Informal health and safety communication through management and team meetings		
Health and safety action plans identifying areas for improvement		Managers Health & Safety Annual Self Audit Monitoring and inspection at service level by managers Independent audit, inspection and monitoring by Health & Safety staff to ensure compliance and high performance		
		Corporate Health & Safety Action Plan – version July 2019 – 2021 Directorate/service action plans developed from audits, monitoring and inspection of the workplace.		

Health and safety training, toolkits and information dissemination	Ongoing	<p>Risk Assessment toolkit and guidance on key Health & Safety issues available for managers and employees.</p> <p>Mandatory Health and Safety training programme</p> <p>Toolbox talks and awareness campaigns on high profile issues</p> <p>Newsletter – Be Safe, Be Healthy, Be Well</p>		Green
Process and system for recording and monitoring incidents and accidents	Ongoing	Alcamus incident reporting system in place. Investigations carried out as required. Procedures for reporting work related injuries, diseases and dangerous occurrences		Green
Professional Health & Safety and Occupational Health Service	Ongoing	<p>Team of Occupational Health and Health & Safety staff providing specialist advice and support to the organisation</p> <p>Health surveillance in line with legislative requirements</p>		Green
<p>Arrangements for statutory / legislative inspections and assessments</p> <p>Electrical, fire, asbestos and water hygiene</p>	Ongoing	<p>Contracts/procedures in place to comply with legal assessments/inspections</p> <p>Independent audit by Health and Safety Team</p>		Green

Risk Ref	Risk Owner		Last Updated	
017 – City Centre South	Deputy Chief Executive - Place		December 2019	
Risk Description: Failure to redevelop the City Centre South area to provide a high quality mixed use scheme with the consequent social and economic regeneration of the whole City Centre				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
<ul style="list-style-type: none">• Securing ‘Anchor’ tenants and uses of sufficient quality <p>Securing ‘aspirational’ anchor tenants and uses will be a challenge given the way the retail market has changed in recent years and an ‘anchor’ for the scheme will involve a mix of uses (including public realm and residential development) and tenants. Getting this right will help attract suitable retail and leisure adjacencies and increases the likelihood that the social and economic benefits of the project will be delivered.</p>	Current through to completion of the scheme	<p>Working with SPG to attract scheme anchor(s).</p> <p>The Council is working with SPG to develop the outline planning application for the scheme. Given the challenges in the retail market the application will include proposals for an ‘anchor’ that is relevant to a modern city centre redevelopment scheme, as well as including a wide mix of uses suitable for a contemporary city centre.</p>	Director – Property Services and Development	Amber
<ul style="list-style-type: none">• Securing planning permission for the revised scheme <p>Failure to secure planning permission will result in time delay and additional cost whilst subsequent options are considered. This would impact negatively on the length of the overall delivery programme and will also delay the implementation of any CPO process that may be required to assemble the site.</p>	Up to 24 months from April 2019	<p>The scheme is being developed within the parameters of the City Centre Area Action Plan to ensure that it aligns with current Council planning policy.</p> <p>The planning application is being developed as a close collaboration between SPG and Council Development and Property Officers to further ensure the development of a high quality scheme. Public engagement will commence in 2020 on the revised scheme. In addition, the principle of outline planning permission for City Centre South has already been established with the granting of the original outline planning permission for a previous version of the scheme.</p>	Director – Property Services and Development	Amber
<ul style="list-style-type: none">• Securing funding for the scheme <p>The developer will need to secure a funder or funders to take forward the delivery of the scheme once planning permission is secured.</p>	Ongoing	<p>The Council is working with its commercial advisors, Deloitte, and SPG and their commercial advisors to explore investment funding strategies for the revised scheme as well as undertaking soft market testing. Developer discussions with potential funders are ongoing and the development funding opportunity is promoted at MIPIM every year.</p>	Director – Property Services and Development	Amber

<ul style="list-style-type: none"> Time delay in the site assembly period <p>It is important that there is timely acquisition of land and property to enable the scheme to proceed as planned.</p> <p>The majority of the site is owned by the Council, but a smaller number of acquisitions are required either voluntarily or, as a last resort, by CPO.</p>	Current through to completion of the scheme	<p>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 needed.</p> <p>Opportunities for making early acquisitions where appropriate are considered when they arise e.g. the Aviva assets purchased in March 2018. A Land Assembly Group has been convened to ensure a joined up approach between the Council and SPG to these issues.</p>	Director – Property Services and Development	Amber
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Risk Ref		Risk Owner	Last Updated	
018 – Coventry Station Masterplan		Deputy Chief Executive - Place	January 2020	
Risk Description: 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: Phase 1. A high quality glazed footbridge connecting all four platforms at the station Phase 2. A second station building, 633 space multi-storey car park and new bus interchange complemented by highway improvements to Warwick Road and the creation of a new western link road to unlock the western extent of the Friargate development. Phase 3. A new bay platform at Coventry Station, with associated track and signalling works.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
Management of project costs in excess of forecast budget.	Current through to completion of the scheme	<p>Tender costs have been received that surpass budget. An exercise has been undertaken to provide a robust financial status for the whole programme based on latest tender costs and latest commercial costs for the projects under contract, which puts the project significantly over budget.</p> <p>Discussions are ongoing with funders and key stakeholders including the Department of Transport and Network Rail and consideration is being given to whether further funding can be obtained and/or the project restructured to ensure its deliverable within the funding envelope. All options will be taken to Strategic Board for Member steer, followed by Cabinet and Council in March to gain necessary approvals.</p>	Director – Transport & Highways	Red
Management of programme delivery to mitigate delay during all phases.	Current through to completion of the scheme	<p>Robust governance arrangements are in place that require all programmes to be monitored closely at bi-monthly Operational Boards, bi-monthly Strategic Boards (held on alternate months), monthly senior level Delivery Boards and bi-weekly Project Monitoring Group meetings.</p> <p>Co-location of all partners is planned for January 2020, which will enhance cooperation, communication and efficient working.</p> <p>Phase 2 contracts will be entered into as soon as possible, operating under a letter of intent at present to mitigate delay.</p> <p>Positive engagement is being undertaken with key stakeholders including Network Rail and Avanti West Coast whose support is key for expedient decision making which will aid the programme.</p>	Director – Transport & Highways	Amber

Minimising disruption to rail passengers during construction, due to reduced car parking and platform lengths.	Current through to completion of the scheme	<p>Work has been completed to create a temporary car park adjacent to Westminster Road to replace some of the rail car parking that will be lost during construction.</p> <p>The project team and contractor are working closely with the station franchise operator Avanti West Coast 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>	Director – Transport & Highways	Green
Mitigating delay to completion of Phase 3.	Current through to completion of the scheme	<p>Tenders were received on 27/09/19 and they were in excess of the project budget.</p> <p>The scope of the project is being considered and discussions are ongoing with funders regarding delivery options. Recommendations will be made to Cabinet.</p> <p>Discussions are underway with funders with regards to any change to the original scope and timing of the project. The Department for Transport have requested an updated Full Business Case to be produced to help inform decision making regarding strategic delivery and any additional funding for the scheme.</p>	Director – Transport & Highways	Amber

<p>Mitigating any delay to the completion of the pedestrian boulevard up to the front of the railway station by December 2020.</p> <p>This is a priority for the Council as it will create a high-quality traffic free route from one of the city's main gateways to the city centre, which is important to enhance visitor experience during City of Culture 2021.</p>	<p>Current through to completion of the scheme</p>	<p>In order to deliver the pedestrian boulevard buses and taxis will need to be diverted from in front of the station.</p> <p>The taxi rank will be constructed to the east of the station in a new loop.</p> <p>However, buses will be more challenging to move as this requires relocation to the new interchange to the west of Warwick Road in the current rail car park. A CPO has been approved by the Secretary of State in order to do this, however there is still a timing issue with regards to the impact on rail parking if the bus interchange is to be constructed before the new multi-storey car park opens, which will provide replacement spaces.</p> <p>A logistics planning session has been held and key activities that are ongoing are:</p> <ul style="list-style-type: none"> • Liaise with TfWM with regards to the bus interchange scope and phasing. • Liaison with Avanti West Coast Trains in order that land in the western rail carpark can be released so that an alternative bus interchange can be made, exploring options for alternative rail parking as necessary so as not to have a detrimental impact. 	<p>Director – Transport & Highways</p>	<p>Amber</p>
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Risk Ref	Risk Owner		Last Updated	
019 – Homelessness/Temporary Accommodation	Deputy Chief Executive - People		December 2019	
Risk Description: There is a risk that the number of people presenting themselves as homeless or at risk of being homeless will continue to rise. The increase in demand coupled with limited alternatives to high cost accommodation continues to present considerable financial risk to the Council.				
Planned Treatment:	Timescale	Progress to date:	Risk Manager	Control Status
<p>The Council is actively working towards early prevention of homelessness, an increased housing supply and reducing demand for temporary accommodation, focussing on:</p> <ul style="list-style-type: none">• Targeted and universal prevention• Specific housing development projects for temporary and permanent accommodation• Reducing cost and improving quality of existing accommodation• Supporting vulnerable people	Ongoing	<p>The council has a number of active projects to increase the supply and quality of temporary accommodation and reduce costs. The rates for existing temporary accommodation have been negotiated and a number have reduced resulting in a full year cost reduction in excess of £1million. Further progress will continue to reduce costs.</p> <p>These measures, and ongoing improvements in data collection and analysis is allowing for more proactive work to reduce the financial risk. However, demand for the service continues to rise, which is a real challenge.</p> <p>The Council has made progress with key accommodation projects, such as Caradoc Hall, which will be leased by the Council and has 102 units of temporary accommodation. Caradoc Hall went live in December and will be fully utilised during January 2020.</p> <p>Other projects of this type are also being developed which will allow the Council to exercise greater control over the accommodation.</p>	Director of Housing and Transformation	Red
		<p>Cabinet and Council adopted the new Housing and Homelessness Strategy 2019 to 2024 in March 2019. The strategy focuses the entire housing system, from prevention of homelessness to housing supply. The strategy will deliver projects to specifically reduce demand “upstream”, thereby reducing the numbers of homeless clients requiring different forms of statutory service. Furthermore, the Council is also currently consulting on its housing allocation scheme (homefinder).</p>	Director of Housing and Transformation	Red

		Cabinet has agreed a new Rough Sleeping Strategy in December 2019, which is complemented by a new Rough Sleeper outreach team and ongoing participation in the Housing First programme. These initiatives will enable the Council to support the most vulnerable residents, including provision to prevent them from becoming homeless or rough sleeping in the first place.		
		The linked recommissioning exercise will deliver a more fit for purpose support contract in April 2020, with new targeted and universal prevention elements. The contracts have been awarded and are being mobilised.	Director of Housing and Transformation	Red
		Recruitment to the Housing Team is complete. Even so, this is a new team and further work is required to meaningfully reduce the risk profile linked to homelessness and temporary accommodation.	Director of Housing and Transformation	

Risk Ref		Risk Owner		Last Updated	
020 Brexit		Chief Executive		December 2019	
Risk Description: The full impact of the United Kingdom leaving the European Union with or without a deal after the passing of the Withdrawal Agreement and once the Transition Period ends on 31/12/2020, will have a significant impact on the Council being able to fulfil either its statutory responsibilities and/or public/stakeholder expectations.					
Planned Treatment:		Timescale	Progress to date:	Risk Manager	Control Status
The Council is actively working to ensure all reasonable steps are in place as it prepares for leaving the EU by 31 January 2020 and ultimately 31 December 2020 (once the Transition Period ends), with or without a deal. A Brexit Preparedness Group has been established led by a Director to ensure a robust and coordinated response		31 January 2020 (Withdrawal Agreement) 31 December 2020 (end of Transition Period) Ongoing review	Brexit preparations have been ongoing for some time. Key actions being: <ul style="list-style-type: none">Updating of Business Continuity PlansEngaging with key suppliers to raise awareness and ensure contingency planningPromoting the EU settlement scheme with social care providers to support continuity of workforceContributing to work of the Local Resilience Forum in ensuring regional resilience planningWorking with the Coventry & Warwickshire Local Enterprise Partnership Growth Hub, the Chamber of Commerce and local businesses to support preparations for BrexitWorking with WMCA to support management of the wider regional impacts of Brexit	Director of Adult Services Director of Business, Investment and Culture	Amber