

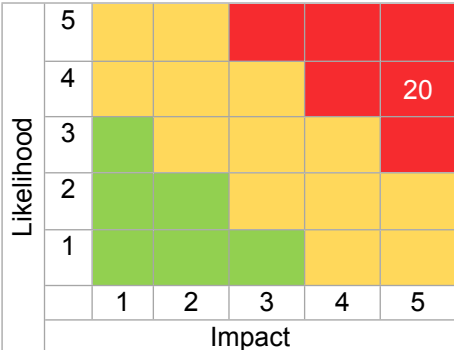

Red 1, 2, 4, 8, 10, 11, 12, 14

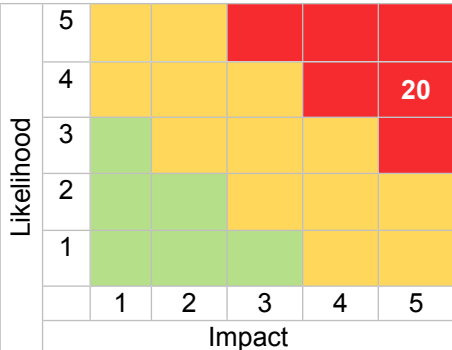

Amber 3, 6, 7, 9, 15, 16, 17

Summary Strategic Risk Register @ February 2015


Corporate priorities	<ul style="list-style-type: none"> Encouraging new business 	<ul style="list-style-type: none"> Empowering People and Communities 	<ul style="list-style-type: none"> Re-Invigorating the City 	<ul style="list-style-type: none"> Confident, Capable Council
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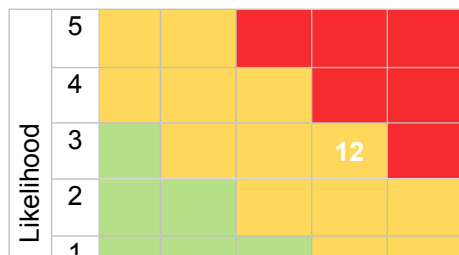
The following are / were the **red** strategic risks the Council faces in delivering its corporate priorities

Risk ref	Risk title and description	Previous score (Nov 2014)	Direction of travel	Current score (Feb 2015)	Target score and date	Comment
1 01/14	<p>Looked After Children (LAC)</p> <p>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children's services.</p> <p>Risk owner: Linda Sanders (previously Sarah Norman) Cabinet Member: Cllr Val Gibson</p> 	20 Red		20 Red	15 Red From April 2015 to March 2016	<p>The risk continues to be managed through the multi-agency strategic Families r First programme, with the principles of supporting children to live safely with their families, where possible. The objective of the programme is to reduce the cost of LAC by reducing the numbers of LAC to 765 by March 2015 in the first instance, with further reductions thereafter. Over recent months the numbers of LAC have reduced slightly to 785. However despite this, the service continues to show a forecast overspend of £3.9 million as at the end of January 2015.</p> <p>Since last reported, actions to mitigate the risk include:</p> <ul style="list-style-type: none"> Monthly progress meetings are taking place with the Director of Finance, to discuss the programme and enable financial oversight of the budget. Workshops have been undertaken with social work managers to embed a culture of managing risk which will assist the managers in supporting front line staff and other professionals in keeping children at home, where this is appropriate. The work links into the overall cultural change that is being implemented across the service which includes auditing cases and reviewing caseloads. Through care panel reviews, the Council has reviewed the high cost placements, and work is being carried out in revisiting the cost of these placements with providers. A range of newsletters, presentations, radio campaigns, email marketing and media adverts promoting fostering have been undertaken in November and December 2014 in order to increase the number of internal foster carers and reduce reliance on more

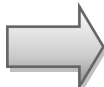
Risk ref	Risk title and description	Previous score (Nov 2014)	Direction of travel	Current score (Feb 2015)	Target score and date	Comment
						expensive external placements. As a result of the continuing high numbers and cost of LAC, the risk remains red. The target date has been amended to take account of a reduced and re-profiled budget savings challenge for the service, which is being proposed to Cabinet in February 2015, which nevertheless will remain significantly challenging to achieve.
2 01/14	<p>Skills for Work</p> <p>If the city residents do not have the appropriate skills that employers require then they will be unable to access the jobs and opportunities available resulting in high rates of unemployment and increased demand on Council services.</p> <p>Risk owner: Tim Johnson Cabinet Member: Cllr Phil Page</p> 	20 Red		20 Red	15 Red March 2015	<p>Progress made in the management of this risk continues to be overseen by the Wolverhampton Skills and Employment Board which is represented by partners from the college, university, Council and major employers in the City.</p> <p>The review by the Enterprise and Business Scrutiny Panel, into “employability and skills in Wolverhampton” which was previously reported has now been completed. A report has been prepared setting out the review’s conclusions and recommendations and is being reported to Cabinet on 11 March 2015. The review has found that a significant amount of good work is already being delivered across the city and the challenge for the Council is to ensure that the initiatives in place are appropriately targeted, coordinated and supported.</p> <p>The review identified a series of headline recommendations which the Council and its partners should focus on which fall under the themes of:</p> <ul style="list-style-type: none"> • Partnership working • Skills and pathways • Business and enterprise • Resources <p>The findings of the review have also informed the work of the Wolverhampton Skills and Employment Commission, which has been tasked with finding solutions aimed at improving the city’s prospects for sustainable, long-term economic growth and prosperity.</p> <p>The Commission is expected to discuss its interim findings with the City Board in March 2015 after which an action plan will be developed and shared with stakeholders by June 2015, which will be monitored by the City Board.</p>

Risk ref	Risk title and description	Previous score (Nov 2014)	Direction of travel	Current score (Feb 2015)	Target score and date	Comment
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3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998; compliance with the Freedom of Information Act and Environmental Information Regulations <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O' Keefe (previously) Keith Ireland Cabinet Member: Cllr Paul Sweet</p>	16 Red		12 Amber	8 Amber March 2016	<p>This risk continues to be monitored by the Information Governance Board. Since last reported, the following actions have been taken in the mitigation of this risk:</p> <ul style="list-style-type: none"> The membership of the Board has been amended to reflect changes in the senior management restructure. It now includes membership from the risk, audit and cyber security teams. The roll out of an automated IT solution for protective marking documents has been agreed and a communications plan is being developed to ensure the process is clearly understood and implemented. Assurances are also being obtained that all new employees complete the protective marking training. A draft information risk register has been developed and will be considered by the Board at its next meeting in March 2015. The Board will have responsibility for overseeing the implementation of the mitigating actions and the management of these risks. Performance in responding to Freedom of Information requests continues to be high, and as a result of the temporary resources employed to deal with Subject Access Requests, there has been an improvement in the performance of this area too. The draft self- assessment against the requirements of the Information Governance Toolkit has been completed and submitted to the Department of Health in January 2015, with a view to achieving the toolkit by March 2015. A reply from the Department is now awaited and once achieved, this will allow the Council to securely access and share data held on NHS systems which will be essential to implement the Better Care Fund. The Procurement Team have confirmed that all Council contracts include suitable clauses on data protection and Freedom of Information. The Council is now considering how assurance is obtained on the information management aspects of these contracts. <p>The reduction in the risk score reflects the measures and processes that have been established to manage this risk over the previous 12 months. The assessment also recognises that further work is required to fully embed processes and obtain assurances on the effectiveness of the processes introduced.</p>
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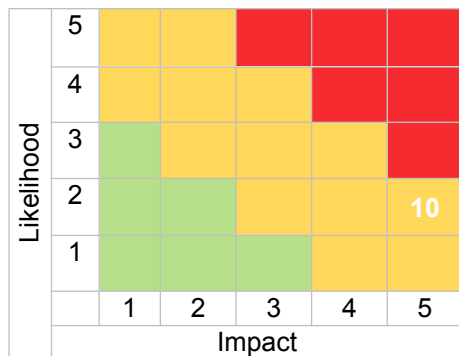


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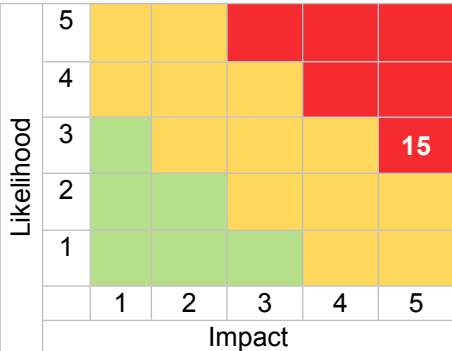

Risk ref	Risk title and description	Previous score (Nov 2014)	Direction of travel	Current score (Feb 2015)	Target score and date	Comment																																												
4 01/14	<p>Medium Term Financial Strategy</p> <p>If the Council is unable to agree and operate within its medium term financial strategy (MTFS) this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact							15 Red		15 Red	15 Red	<p>Since last reported, the following is noted: The results of the 2015/16 budget consultation, the updated position of the MTFS and a summary of the risk register were presented to Cabinet on 25 February 2015. The MTFS shows that</p> <ul style="list-style-type: none"> Recasting the projected budget challenge to include pressures that we have become aware of during the last year has resulted in the budget challenge increasing from £123 million to £134 million over the period 2014/15 to 2018/19. Having identified £87.8 million of savings, a forecast budget challenge of £46.3 million remains for the four year period from 2015/16 to 2018/19. The increase is largely due to the rising costs of Looked After Children, pay and pension costs, and continuing Government grant cuts. The 2014/15 outturn shows a projected outturn for the General Fund with a net £5 million overspend, which is largely attributable to Looked After Children. <p>As a result of the above, steps to manage this risk include:</p> <ul style="list-style-type: none"> Work to identify additional savings to address the projected 2016/17 deficit of £14.8 million will commence as soon as the 2015/16 budget has been set. A new Social Care Savings Board, chaired by the Director of Finance has been established to monitor the delivery of savings previously identified. Expenditure since October 2014 continues to be tightly controlled in order to minimise any overspend. Assumptions over the MTFS continue to be adjusted based upon the most up to date information available. An internal audit review of the assumptions made in compiling the MTFS is taking place, as part of the recommendations made in the independent report on the Strategy which was carried out in 2014. <p>The assessment for the medium term remains red as there continues to be significant financial challenge, uncertainty and risk for the Council.</p>
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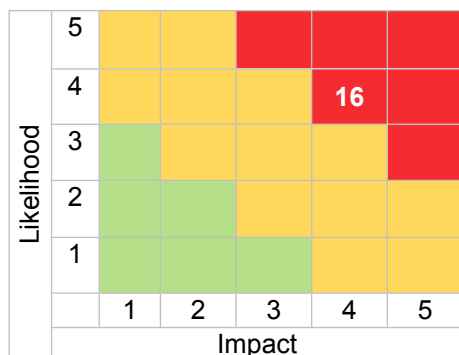
7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders (previously Sarah Norman) Cabinet Member: Cllr Val Gibson</p>	15 Red		10 Amber	8 Amber Next Ofsted inspection	<p>This risk continues to be overseen by the children's and adult's local safeguarding boards.</p> <p>The improvement plans from the 2013 safeguarding peer reviews continue to be monitored by the "People" leadership team. The last update in January 2015, reported good progress had been made against all of the themes within the action plan. Other key actions resulting in the reduction in the assessment of this risk include:</p> <ul style="list-style-type: none"> The delivery of safeguarding training to Councillors. The introduction of quarterly safeguarding challenge meetings involving the Leader of the Council, Managing Director, Strategic Director, the service director and the Head of Safeguarding Service. The roll out of a mandatory programme of training across the Council's workforce to increase awareness of safeguarding and prevailing issues such as child sexual exploitation (CSE). The Section 11 (of the Children's Act 2004) online audit noted there were no areas of significant weakness. The introduction of safeguarding case file audits. <p>The Quality Assurance Frameworks (which has been developed for children's services and is being piloted for adult services) provide a platform to quality assure the actions implemented and establish whether the changes are being effectively embedded and contribute to service improvement.</p> <p>In terms of CSE, the strategy was updated and re-launched by the Safeguarding Board in November 2014. Multi agency sexual exploitation meetings continue to be held with children and their families, with agreed care plans put in place, where a risk of exploitation has been identified.</p> <p>In terms of the Council's role in ensuring safeguarding in schools, the appointment of a school's safeguarding officer has been approved and once appointed, will provide assurance on compliance with s175 and "Keeping Children Safe in Education". In January 2015, the Director of Education wrote to schools, requesting them to submit their s175 annual return. These returns are being monitored by the Council's Head of Safeguarding Service.</p>
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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Ros Jervis Cabinet Member: Cllr Andrew Johnson</p> 	15 Red		15 Red	10 Amber March 2015	<p>This risk continues to be managed and monitored by the Wolverhampton Resilience Board.</p> <p>Since last reported the following has taken place:</p> <ul style="list-style-type: none"> The business continuity policy has been signed off and approved by the Strategic Executive Board in December 2014. Once the corporate plan has been published, the policy will be updated and the Council will then be compliant with the business continuity duty under the Civil Contingencies Act. The major incident control room has been established which would allow the Council to respond to a no notice disruptive incident. An unplanned disruption arising from the recent fire at St Alban's Church of England Primary School has provided some assurance over the resilience arrangements in place with schools. The incident response is being led by the Council working in partnership with the school, to make alternative arrangements for pupils' education. The "priority one" services have been approved by the Strategic Executive Board. The user acceptance testing of the new electronic planning tool highlighted some improvements that were required to the tool and these have been passed onto the IT department for resolution. Once resolved, work will commence to develop continuity plans for the priority one services in the first instance. <p>The plans will be developed using an IT based tool which in due course will be linked into the Council's new Agresso system and will allow automatic alerts to be flagged up to service leads to review and update their plans each time there is a relevant change to employee details (for example, leavers, restructures) or to the Council's property portfolio.</p>

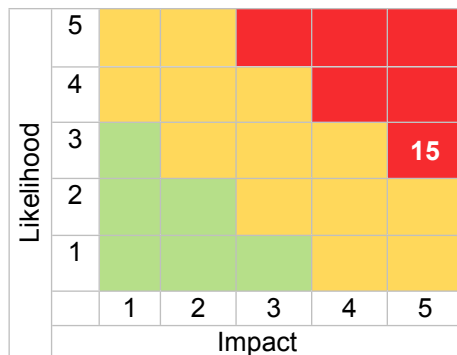
Risk ref	Risk title and description	Previous score (Nov 2014)	Direction of travel	Current score (Feb 2015)	Target score and date	Comment
10 01/14	<p>Economic Inclusion</p> <p>If the Council and its partners do not work effectively together to promote and enable growth then the risk of economic exclusion will materialise and demand for Council services will continue to increase.</p> <p>Risk owner: Keren Jones Cabinet Member: Cllr Peter Bilson, Cllr Phil Page and Cllr Elias Mattu</p>	16 Red		16 Red	12 Amber June 2015	<p>The measures in place to manage this risk as reported previously continue to be in place. This includes:</p> <ul style="list-style-type: none"> The City Conference, which took place between 29 September and 6 October. The business links that were established during the Conference have been followed up and an evaluation of the event has also been conducted. The findings, which have been reported to the City Board at its meeting in December 2014 concluded that the event has been successful and performed well against the four objectives that were set for the event. The evaluation also provided some improvements/ recommendations to be considered for future conferences and the 2015 business week. A March 2015 Conference Week is being planned under the direction of the Inclusion Board. The focus of this week will be to draw together all of the support that exists across the City, to assist local people to obtain training and work. Activity currently taking place as part of the projects within the Black Country Growth Deal will soon begin to deliver, help businesses expand and grow the regional economy. In addition to this, the recent announcement of additional Growth Deal funding for the region and in particular the strategic development of Wolverhampton City College will contribute to the management of this risk too. The Wolverhampton City Centre Business Improvement District business plan will contribute to economic growth in the City over the coming years. The hosting of the Midlands Aerospace Alliance Conference in Wolverhampton in March 2015 highlights the importance of the sector to the City, and how it has successfully worked with the aerospace companies in the region. The continuation of strategies employed by the Council to attract key companies and businesses to the area e.g. Wiggle.




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11 01/14	<p>The Care Act</p> <p>If the Council does not have robust plans in place to implement the Care Act including:</p> <ul style="list-style-type: none"> • appropriate governance arrangements, • appropriate project management arrangements • sufficient financial resources • sufficient workforce capability and capacity • effective information systems <p>then it will fail to meet its new responsibilities and discharge its statutory obligations.</p> <p>Risk owner: Tony Ivko Cabinet Member: Cllr Steve Evans</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5		Impact					15 Red		15 Red	10 Amber April 2015	<p>Since last reported, the Council has continued to consider and assess the impact of the final statutory guidance and Care Act guidelines that were published by the Department of Health in 23 October 2014.</p> <p>The January update provided by the Council to the Local Government Association (Care Act Stocktake 3) on the progress made, reported that the Council is on track with its plans to deliver the necessary changes arising from the Care Act in both 2015/16 and in 2016/17. It also confirmed that Members and the Health and Well Being Board are very aware about the challenges and risks associated with complying with the requirements of the Act</p> <p>The programme risk register which captures the risks associated with the successful implementation of the Act, continues to show key risks in the areas of finance and the capacity of staffing resources.</p> <p>In terms of finance, until the final funding formula is announced by the Department of Health the risk will continue to be assessed as red.</p> <p>As a result of the early indications of the reductions in the workforce numbers that are required to meet the Council's 2015/16 savings target, the programme risk around the staffing capacity to carry out the required level of assessments is becoming increasingly significant.</p> <p>There is a funding allocation in 2015/16 for carrying out early assessments resulting from the care cap and to meet carers' assessment demand. At present however, this funding this has not been ring fenced to assist with the mitigation of this risk.</p>
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12 01/14	<p>Better Care Fund (BCF)</p> <p>If the Council and its partners fail to deliver the improved outcomes required by the Better Care Fund, demand on acute services will not be reduced, the reward money will not be received and the Council will not receive the additional resources promised by the Better Care Fund.</p> <p>Risk owner: Linda Sanders (previously Sarah Norman) Cabinet Member: Cllr Sandra Samuels and Cllr Steve Evans</p>	15 Red		15 Red	10 Amber October 2015	<p>The Better Care Fund programme continues to be managed by the jointly appointed programme manager and is overseen by the Health and Well Being Board.</p> <p>Since last reported, the following actions have taken place to manage this risk:</p> <ul style="list-style-type: none"> Following the submission of further evidence and information and the resubmission of the Better Care Plan, the Department of Health announced Wolverhampton's Plan as "Fully Approved" (previously Approved with Support) on 22 December 2014. Work stream service plans have been developed. The development of programme and work stream risk registers is being monitored by the Quality and Risk Group. The Section 75 pooled budget agreement is currently in draft and work is underway with the Council's and Clinical Commissioning Group's legal and finance teams to finalise the governance, risk sharing and performance management details of the agreement for submission to the Cabinet for approval prior to 1 April 2015. The Council is being proposed to be the host of the pooled fund with the Health and Well Being Board overseeing the performance of both organisations for the performance of the Fund against the objectives set out in the Better Care Plan and the Health and Wellbeing strategy. <p>The risk will continue to be assessed as red until implementation of the programme is underway and assurances received over the achievement of successful outcomes for the residents of Wolverhampton.</p>
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14 01/14	<p>School Improvement</p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Jim McElligott (previously Tim Johnson) Cabinet Member: Cllr Phil Page</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5		Impact					15 Red		15 Red	10 Amber April 2015	<p>The risk continues to be managed by the Head of Standards and Vulnerable Pupils appointed in September 2014.</p> <p>Since last reported, the following actions have been taken to assist in the mitigation of this risk:</p> <ul style="list-style-type: none"> A report has been presented to the Children and Young People's Scrutiny Panel in November 2014. The report summarised the outcomes of recent Ofsted inspections and also considered the actions taken by the Council in response to some of the poor performing schools. The Wolverhampton 2014 School Improvement Strategy has been amended to reflect arrangements with special schools and nursery schools. The strategy has now been finalised. The non-statutory clerking service provided by the Council, which has been operating at a deficit this year is being made redundant from 31 March 2015. To assist in the improvement of school governance, a School's Workforce and Governance Development Coordinator and a Statutory Functions Clerk have been appointed. These posts will assist with the effective training and development of governors; support the work of school improvement boards and interim executive boards; monitor the effectiveness of Governing Bodies and will also organise and hold governors' forums and an annual governors' conference. From 2015/16 the Council's Local Education Partnership Board-Inspire have agreed to fund the development of a new accredited programme of training and support that transforms the leadership of Wolverhampton schools. The programme will run parallel to the Council's new School Improvement and Governance Strategy for three years providing positive outcomes can be demonstrated and evidenced after the first year of the programme. <p>In addition to Ofsted reviews, assurance on the effectiveness of the above strategies is provided through audits and reviews carried out by school support advisors, who report their findings to the school's Improvement Board and where appropriate escalate issues to the Assistant Director, Education and Enterprise. At present, there are a significant number of schools that are categorised as B1 and are awaiting an Ofsted inspection in order to confirm that a category A status can be awarded (denoting the school as "providing a good or</p>
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						<p>better level of education”) in line with the Schools Improvement Strategy.</p> <p>In terms of the performance of Academies in the City, the Council has continued with its programme of carrying out desk top analysis and where concerns are identified these are escalated to the Local Schools Commissioner and the Secretary of State.</p>

The following are/ were the **amber** strategic risks the Council faces in delivering its corporate priorities.

Risk ref	Risk title and description	Previous score (November 2014)	Direction of travel	Current score (February 2015)	Target score and date
5 01/14	<p>FutureWorks</p> <p>If the Agresso system does not perform as expected then there will be a prolonged need to maintain the old system resulting in inefficiencies in service delivery; unplanned maintenance costs and delays in planned savings materialising.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Paul Sweet</p>	10 Amber		Ended Green	Green Achieved
6 01/14	<p>Compliance with Public Services Network (PSN)</p> <p>If the Council fails to achieve the required technology controls required for connection to PSN, and other similar information security regimes, then it will experience significant interruption to the delivery of its services.</p> <p>Risk owner: Charlotte Johns (previously Keith Ireland) Cabinet Member: Cllr Andrew Johnson</p>	5 Amber		5 Amber	1 Green July 2015

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9 01/14	<p>City Centre Regeneration</p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"> • the attraction of private sector investment • the creation of space to accommodate new businesses and economic growth • the enhancement and creation of visitor attractions • the creation of well paid employment • retention of skilled workers • the creation of residential opportunities • a functioning city centre offer that serves the residents of the City • increased prosperity and • a reduced demand on Council services <p>Risk owner: Tim Johnson Cabinet Member: Cllr Peter Bilson</p>	8 Amber		8 Amber	8 Amber
15 01/14	<p>Emergency Planning</p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident.</p> <p>Risk owner: Ros Jervis Cabinet Member: Cllr Andrew Johnson</p>	9 Amber		9 Amber	6 Amber From April to June 2015
16 01/14	<p>Equal Pay</p> <p>Significant equal pay liabilities have been dealt with over recent years. However, equal pay will remain a potentially significant risk until:</p> <ul style="list-style-type: none"> • the second generation claims, from trade union members, have been dealt with. • six years after the implementation of single status, until that time "Abdulla" type claims can still be brought. <p>Risk owner: Mark Taylor (previously Keith Ireland) Cabinet Member: Cllr Paul Sweet</p>	12 Amber		12 Amber	8 Amber March 2016

Risk ref	Risk title and description	Previous score (November 2014)	Direction of travel	Current score (February 2015)	Target score and date
17 10/14	<p>Employee Management</p> <p>If policies dealing with employee management and in particular appraisals are not effectively implemented and complied with then:</p> <ul style="list-style-type: none"> employees may not be fully aware of the Council's objectives and their contribution to the achievement of them, and employees may not have the appropriate training and support to achieve high standards of performance the Council may not have the required capability to deliver its objectives. <p>Risk owner: Kevin O' Keefe (previously Keith Ireland) Cabinet Member: Cllr Paul Sweet</p>	8 Amber		8 Amber	1 Green May 2015
18 02/15	<p>Elections</p> <p>The Council is required to provide the Returning Officer with the resources to run elections, as a result of which the Council needs to plan and prepare for the elections, putting in place the appropriate policies, protocols and procedures. Failure to comply with these policies, protocols and procedures may result in the Council not being able to maintain the integrity of the election and the Returning Officer not being able to effectively discharge his statutory responsibilities.</p>	-	-	8 Amber	1 Green 8 May 2015
19 02/15	<p>Combined Authority</p> <p>If the Council does not effectively engage with partners in the consideration of the formation of a Combined Authority, ensuring sufficient and appropriate resources are assigned to progress, manage and provide assurances to partners on the programme and any work streams, then the Council's objectives in respect of growth in the regional economy, employment and skills, business investment and regeneration may not be fully realised.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p>	-	-	12 Amber	8 Amber November 2015