

Coventry City Council – Corporate Risk Register

Risk Ref	Risk Owner		Last Updated	
001 – Finance	Executive Director of Resources		February 2016	
Risk Description: Inability to deliver a balanced budget in the short and medium term.				
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
Robust arrangements are in place to oversee the Council's annual budget setting process. The financial planning process includes an early assessment of likely resource pressures and there is a defined consultation period to support the budget setting process. The budget is updated as new information is known and in response to any relevant internal and external factors. This analysis is also used to inform actions required to balance the budget. The outcome of the process in terms of an agreed budget is then approved by Full Council in February each year.	February 2016 (Budget Report)	<p>Consultation concluded on 2016/17 Pre Budget Report proposals. Final proposals being prepared for Cabinet and Council budget setting meetings in February 2016.</p> <p>The 2016/17 Local Government Finance Settlement includes provision for Local Authorities to accept a 4 year settlement based on plans to achieve a balanced budget across the period. Officers are currently seeking to understand the implications of this in both resource and savings terms.</p>	Assistant Director Finance	Green
A rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny. This includes input and oversight by Directorate Management Teams, Strategic Management Board, Cabinet and Audit Committee. These arrangements along with specific project / programme boards also oversee the delivery of agreed savings.	On-going	<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.</p> <p>Earlier reporting and the availability of live budgetary control forecasting have been achieved through the implementation 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.</p>	Assistant Director Finance	Amber

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	In the main, issues raised through 2015/16 (Adults Social Care, Looked After Children, Waste Disposal) have been dealt with as part of 2016/17 budget setting. Earlier reporting (see line above) helps in this regard.	Assistant Director Finance	Amber
To develop and agree proposals to address the reported significant budget gap by 2016-17		Proposals will be drawn up to be considered by the ruling administration prior to consideration of the Pre-Budget Report by Cabinet in December.	Assistant Director Finance	Green
To ensure there is an effective consultation process around proposals outlined in the Pre-Budget Report	On-going	The proposals in this report were subject to public consultation which ended on 28th January 2016. The outcome of this consultation will be included in the February budget report. The consultation process on the new proposals in 2016/17 was relatively low key given the very technical nature of almost all of the proposals. Significant consultation and engagement continues to take place as part of the process of implementing savings proposals agreed as part of the 2015/16 budget setting process.	Assistant Director Finance	Green

Risk Ref		Risk Owner		Last Updated
002 – Arena Coventry Limited / Coventry City Football Club		Assistant Director Finance		February 2016
Risk Description: The outcome of legal action by the owners of the football club results in a significant financial and reputational impact to the Council.				
Planned Treatment	Timescales	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 Judicial Review claim against the Council was dismissed in the High Court in June 2014. The appellants eventually won the right to appeal the decision at the Court of Appeal and the appeal hearing was heard on the 3rd and 4th of February 2016. The judgement from this latest hearing is awaited.	Assistant Director Finance	Amber

		A subsequent application for a new Judicial Review relating to the sale of ACL to Wasps Holdings Ltd is stayed pending the outcome of the first JR as many of the issues, including state aid, overlap. 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.		
--	--	--	--	--

Risk Ref		Risk Owner		Last Updated	
003 - ICT Infrastructure and Change		Executive Director, Resources		February 2016	
<p>Risk Description: The major programme of on-going developments and implementation of a Digital first 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 First approach to delivering services offers greater opportunity for Cyber-attacks.</p>					
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status	
To review our provision for ICT Cyber security and the methods employed to protect our networks from Cyber-attack. To ensure that any attacks against the Council's ICT network can be defended and impact minimised	Sept 2016	An update on current cyber security arrangements has is being provided to Audit Committee in February 2016. A security audit of our current Cloud presence is underway, and this will provide an action plan for improvements.	Head of ICT Infrastructure & Operations	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	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. Regular external audits are carried out to review the DR arrangements.	Head of ICT Infrastructure & Operations	Amber	
To agree a programme of audit / peer review work to gain assurance around the efficacy of arrangements in place.	On-going	A plan of ICT audits has been agreed for 2015 – 2017, and this is underway. Regular meetings are held with Internal Audit to ensure the plan meets the ongoing needs.	Assistant Director ICT, Transformation and Customer Services	Green	

Robust contract and supplier management.	On-going	Meetings are diarised fortnightly but only held when business to discuss	Head of ICT Infrastructure & Operations /Head of ICT Strategy, Systems and Development	Green
Develop and periodically review Corporate and Directorate ICT strategies, roadmaps and technology catalogues to ensure technology is kept up to date and maintains a sufficient level of capacity to support increased, or change, of use.	On-going	Corporate roadmap has been refined; this will be reflected in directorate strategies and continually reviewed moving forward.	Head of ICT Strategy, Systems and Development	Green

Risk Ref		Risk Owner		Last Updated
004 Customer Journey		Executive Director, Resources		February 2016
Risk Description: The organisation fails to adapt to the fundamental change in the way it wants to interact with customers in the future.				
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
To put in place effective governance structure to oversee the Customer Journey aspect of the Kickstart Programme.	Completed	<p>A governance structure has been put in place to oversee the Kickstart Programme. This includes:</p> <ul style="list-style-type: none"> • A Programme Board – Strategic Management Board • Assistant Director Design Group - Sounding Board and Clearing House before any upward reporting to SMB • Progress Board – Resources Directorate • Programme Team plus designated leads around key activities (e.g. finance, property, legal, ICT) 	Kickstart Programme Manager	Closed

<p>To develop effective mechanisms, primarily through technological enhancements to the Council's website, for customers to communicate and transact with the Council in the future.</p>	<p>On-going</p>	<p>MyAccount has now been launched a number of services are now offered through this facility and these will be added to over the coming months. Self-service payment kiosks have been introduced to support the removal of the banking hall and promote an alternative channel. On-line and automated telephone routes have been introduced. We will continue to explore technological options to reduce the need for human intervention in engagement with the Council</p>	<p>Assistant Director ICT, Transformation and Customer Services</p>	<p>Green</p>
<p>To create an appropriately skilled / resourced workforce aligned to the strategic focus for customer interaction with the Council.</p>	<p>Autumn 2015</p>	<p>We have introduced specific roles to support engagement with customers in a face to face setting. Recruitment processes for all roles have been reviewed to incorporate the organisations behaviour framework. A full training programme has been delivered to all front facing team members</p>	<p>Head of Customer Services</p>	<p>Closed</p>
<p>To agree the channels through which the Council will interact with its customers and put in place a robust strategy to communicate these changes.</p>	<p>Autumn 2015</p>	<p>To date the banking hall has closed and customer engagement has been moved from receptions at CC1, CC4 and from the Council House and the Housing Benefit and Housing space in Christchurch House. Over the course of the next few months the Youth Offending and Safeguarding face to face function will move. We have created, implemented and reviewed communication plans for all of these changes and will continue to do so with all future change.</p> <p>Continued focus on using existing communication methods to promote the use of online interaction.</p>	<p>Assistant Director ICT, Transformation and Customer Services</p>	<p>Green</p>

Risk Ref	Risk Owner		Last Updated	
005 – Workforce Strategy	Executive Director, Resources		February 2016	
Risk Description: The organisation fails to develop its workforce to reflect the way it needs to operate in the future.				
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
To develop a governance structure to oversee the 'Future Workforce Programme'.	Completed	A governance structure has been developed and the following governance structure is in place; A Culture Change New Ways of Working Project Board and a Future Workforce Programme Board. In addition governance arrangements are also in place for the five project/teams which form the 'Future Workforce Programme'	Head of Workforce Transformation	
To develop a Workforce Strategy to support the future needs of the organisation.	On-going	A draft Workforce Development model has been produced which covers 4 key themes; The Best Possible Workforce, Inspirational & Effective Leadership, A Great Place to Work and Delivering in Partnership.	Head of Workforce Transformation	Green
To develop an action plan to support the implementation of the Workforce Strategy and 'Future Workforce Programme'.	On-going	Action Plan in place for the 'Future Workforce Programme, action plan being scoped and considered for the Workforce Strategy	Head of Workforce Transformation	Amber
Routine monitoring reports to be produced and considered by the Programme / Project Board on a timely basis.	Future Workforce Bi-Monthly Lead Meetings	Bi-monthly Future Workforce programme level meetings held with lead representatives (or substitute) from each of the five project teams attending & providing an update on progress in relation to their respective project. Meetings also provide an opportunity for all project leads to have a good understanding of how each respective project is progressing and aligning themselves with other projects within the Kickstart work-stream. Updates are also fed up to the HR & Culture Change Board and SMB as & when required.	Head of Workforce Transformation	Green

Effective risk management arrangements are in place to oversee the Future Workforce Programme'	HR & CC Programme Level Monthly Highlight Reports	Risk is monitored at programme level (HR & CC) by S Reynolds. There are 6 key areas of risk identified & monitored, those are – Strategy; Communicating Change; Employee Engagement; Senior & Middle management do not support the change; Lack of regular and effective engagement with Trade Unions; Lack of appropriately skilled resource to lead/complete & deliver projects.	Head of Workforce Transformation	Green
--	---	--	----------------------------------	-------

Risk Ref	Risk Owner	Last Updated
006 – Adult Social Care	Executive Director People	March 2016

Risk Description: Unable to meet the needs with the resources available

Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
Revised customer journey to contribute to overall efficiency savings through a number of identified opportunities.	On-going	<p>An All Age Disability Team, Telecare service and a Resource Allocation System (FACE) are now in place however, more needs to be done to enable Adult Services to operate within the resources available.</p> <p>In order to ensure we are operating an effective 'front door' work is underway to implement an on-line self-assessment tool to enable more effective identification of eligible needs. In addition to this plans are being developed to co-locate social care staff within the customer contact centre to provide a greater level of professional support and advice for people when they first contact the City Council.</p> <p>The City Council has also been successful to securing support through the 'digital challenge' which will enable us to develop our approach to using new technology to support people through adult social care.</p>	Director of Adult Services	Amber

Implementation of the Better Care Fund projects.	On-going	Implementation of projects identified in the 2015/16 submission have been progressed and for the 2016/17 submission a revised set of projects will be undertaken incorporating the ongoing health transformation programme. Any proposals will consider financial efficiencies that can be achieved through such opportunities.	Director of Adult Services	Amber
Engagement and consultation processes are sufficiently resourced and robust	On-going	Where formal consultation is required this will be undertaken in a proportionate manner with appropriate capacity to ensure that any risk of a successful challenge are mitigated.	Director of Adult Services	Green
To continue to focus on identifying new transformation / saving proposals across Adult Social Care to assist the People Directorate deliver savings targets.	On-going	Adult Social Care has been the subject of a Peer Challenge in February 2016 and has participated in a regional project on Use of Resources. Both of these have identified areas where further change can be progressed in order to both improve outcomes and deliver savings. For the areas identified further plans to deliver savings will be produced and implemented.	Director of Adult Services	Amber

Risk Ref	Risk Owner		Last Updated	
007 – Safeguarding / Protecting Vulnerable Adults, Children and Families	Executive Director People		March 2016	
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	Timescales	Progress to Date	Risk Manager	Control Status
Implement learning and action plans from Serious Case Reviews similar reviews concerning both adults and children.	On-going	On-going work in this area to progress learning from SCRs. For every review undertaken and each sub group of the Boards have a work plan to include assurance of the recommendations from SCRs 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	Revised Quality Assurance Framework in place. Robust performance information developed. New audit tools developed with increased level of audit activity. Recent children's and adult's peer reviews included a sample audit of cases to inform learning. Other quality activity is underway through the Practice Improvement Forum and workforce development.	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 Director of Children's Services	Amber – processes still developing
Awareness raising for all Council employees of signs and indicators of risk to children, young people and vulnerable adults.	On-going	Safeguarding training is part of mandatory training. Information through training to all staff advising of what to do if concerned about a child or adult at risk of harm or abuse. All staff have been reminded directly by e mail from the Executive Director, People of the importance of updating their training. Posters disseminated to reinforce the responsibilities of staff to protect children and young people at risk of abuse. Safeguarding Boards annual conferences and events to raise awareness across all agencies and promote prevention and protection of children, young people and vulnerable adults.	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	Executive Director	Green

Risk Ref		Risk Owner		Last Updated	
008 – Ofsted Improvement Notice		Executive Director People		March 2016	
Risk Description: The Council fails to make the necessary improvements as defined in the Improvement Notice issued by Ofsted in June 2014.					
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status	
Governance structure via the Children's Services Improvement Board	Completed	Improvement Board in place with refreshed governance from Autumn 2015.	Executive Director	Green	
Development of a detailed Improvement Plan.	Completed	Progress against Improvement Plan reported to each Improvement Board. Actions completed have been removed to ensure that focus remains on actions that need to be taken forward. The Board agreed that the Operational Group review further to identify whether any further actions need to be included in the plan at its meeting in February 2016.			
Additional financial investment to support challenges in Children's Service.	On-going	Investment made and additional staffing recruited. Workforce Strategy revised and new recruitment campaign launched February 2016. Review of current investment currently underway to inform future financial and service planning.	Executive Director	Green	
Regular progress reports assessing progress.	On-going	Progress reports are in place to Improvement Board and regular updates are made to Scrutiny Board and to full Council. Cross party member seminar on progress planned for 21.3.16.	Director of Children's Services	Green	
Independent Assurance over action taken.	On-going	A level of assurance is provided by the independent chair and DfE advisor. DfE 6 monthly reviews in place, most recent undertaken in February 2016. Strengths and areas for development were noted. Identified areas for increased oversight are reported back to the Improvement Board. Most recent LGA peer review undertaken in October 2015.	Executive Director	Green	

Wider communication to stakeholders around progress made in implementing the Improvement Plan.	On-going	Communications are in place. Partners are fully engaged in Improvement Board and in the Operational group. A bulletin is produced for them to share within their organisations. Refreshed communications strategy in place with new senior leadership team. Regular children's services newsletter and blog from the Director of Children's Services. Lead Member, DCS and Executive Director, People are undertaking frequent visits to the frontline.	Improvement Board	Green
Continue to embed improvements in quality of practice	On-going	Increased audit activity to improve consistency and quality of practice. 'Signs of Safety' launched, Recording & Supervision Policy revised and comprehensive Learning & Development programme in place. Relentless focus on consistency and quality of practice aligned to delivery of workforce strategy are top priorities for the service.	Director of Children's Services	Amber

Risk Ref	Risk Owner		Last Updated	
009 – Coventry fails to provide a high quality education for its children	Executive Director People		March 2016	
Risk Description: Coventry school(s) goes into Requires Improvement or serious weaknesses/special measures or is otherwise proven to be inadequate.				
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
Continued focus and support on underachieving groups.	On-going	Challenge and support processes are in place to narrow gaps in attainment for under-achieving groups, particularly Looked After Children (LAC), pupils receiving Pupil Premium (PP), pupils eligible for free school meals (FSM), pupils with special education needs/disability (SEND), pupils with English as an additional language (EAL) and White British. The 2015 results showed notable increases in the percentage of vulnerable pupils' achievement at all key stages (i.e. improvements in both attainment and progress).	Director of Education	Amber

		Where there has been a decrease in performance in summer 2015, targeted work through the school-to-school support model is being undertaken, monitored and evaluated to ensure this does not become a trend.		
The Primary School Improvement Strategy is evaluated.	On-going	<p>Over the last three years the primary school improvement strategy has had a significant impact upon the percentage of pupils attending good and outstanding schools. Currently (February 2016) 85% of children attend a good or outstanding school compared to 81% nationally and there are no primary schools in Special Measures. As a result the current strategy is continuing to be administered throughout 2015-16. Various refinements have been introduced to ensure that the strategy is well embedded within current practice. These include:</p> <ul style="list-style-type: none"> • The increased engagement of all schools within the day-to-day organisation and structure of the primary school partnership • The clarification of the key purpose of all partnership groups and meetings • The alignment of all systems with the new Ofsted Common Inspection Framework (CIF) (September 2015). 	Director of Education	Green
A new system-led model of secondary school improvement is developed in partnership with the Local Authority and secondary schools.	On-going	Building upon the success of the school-to-school support strategy in primary, all secondary school head teachers are committed to making rapid improvement to secure improved outcomes (59% of secondary schools are currently good or outstanding). Since September 2015 secondary headteachers have adopted a refreshed approach to partnership working and have developed and implemented a new secondary school improvement strategy enabled by a central LA infrastructure from January 2016.	Director of Education	Amber

		<p>There has been unanimous buy-in from all headteachers (including academies, free schools and the UTC) to adopt/implement:</p> <ul style="list-style-type: none"> • school-to-school support groupings (Collectives) – led by Chairs who are system leaders (National Leaders of Education [NLEs/LLEs]); based on a mixed Ofsted profile; schools within Multi-Academy Trusts (MATs) in the same collaborative • quality assurance monitoring of the impact of support • an overarching secondary school improvement board chaired by the Director of Education that ratifies the funding allocation and brokers school-to-school support. <p>All Collaboratives have agreed to the delivery of specific support for individual schools, including the provider of the support and the costings/timeframe. Support is currently being delivered and LA Quality Assurance Officers will begin to monitor the impact of the support towards the end of the spring term and during the summer term.</p>		
--	--	---	--	--

Risk Ref		Risk Owner		Last Updated	
010 – Kickstart - Move to Friargate		Executive Director, Place		March 2016	
<p>Risk Description: The Council's move to new offices is not delivered either on time or within budget.</p>					
Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status	
To put in place effective governance structure to oversee the infrastructure developments (e.g. build of new of new office environments, bridge deck, accommodation, decommissioning) as part of the Kickstart Programme.	Completed	<p>A governance structure has been put in place to oversee the Kickstart Programme. This includes:</p> <ul style="list-style-type: none"> • A Programme Board – Strategic Management Board 	Kickstart Programme Manager	Green	

		<ul style="list-style-type: none"> • Assistant Director Design Group - Sounding Board and Clearing House before any upward reporting to SMB • Progress Board – Place Directorate • Programme Team plus designated leads around key activities (e.g. finance, property, legal, ICT) 		
A robust plan is in place to help ensure all the inter-related projects are delivered on time to ensure the Council moves to new offices at Friargate.	On-going	<p>Regular team and board meetings, centrally coordinated, to ensure awareness across the entire programme.</p> <p>Periodic engagement with key stakeholder groups, both internal and external, to streamline decision making process and avoid disputes.</p> <p>Main risks currently concern the installation of Heatline to serve the wider Friargate development. A contract between Friargate LLP & Cofely is required and the Kickstart team is doing its best to facilitate.</p> <p>Also, given the increased construction activity around the train station (forecourt; masterplan; access etc.) the risk of interface clashes is increased and so site-wide coordination is key. Currently being managed through a Place Directorate Board, dedicated to the more prominent developments in the City of which this matter is one.</p>	<p>Kickstart Programme Manager</p> <p>AD – City Centre and Development Services</p> <p>AD – Planning, Transport & Highways</p>	Amber
Effective project management arrangements (including risk management) are in place to oversee the delivery of the key built environment projects within the Kickstart Programme.	On-going	<p>Programme and project risk registers periodically updated and shared with board and SMB.</p> <p>Weekly sessions with project manager cohort help ensure programme-wide awareness of dependencies and key dates etc.</p>	Kickstart Programme Manager	Green

Routine monitoring reports to be produced and considered by the Programme Board on a timely basis	On-going	Continuing as originally planned. Reports, both on informal and formal basis are circulated to entire team to maximise awareness of programme progress. Decision-making is via respective project boards; programme board and SMB – depending on impact of decision.	Kickstart Programme Manager	Green
Effective management of the disposal of existing property estate up to and including the move to Friargate	On-going	Regular involvement with property teams across the Place directorate to ensure the buildings we will no longer need are marketed in adequate time to minimise the overlap of void properties. As teams begin to migrate to the city centre our suburban estate will shrink accordingly – and Commercial Property Management are working closely with the Kickstart team to build a forward plan. Progress so far: Civic Centre estate now sold to Coventry University. Christchurch & Spire House to be given to Sports Centre project.	Kickstart Programme Manager	Green

Risk Ref		Risk Owner		Last Updated
011 – Friargate Business District		Executive Director, Place		March 2016
Risk Description: Failure to attract businesses to move to the Friargate Business District.				
Planned Treatment	Timescales	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 is not anticipated until the Key Route is in and the Council building is commenced The template brochure is now in circulation.	AD – City Centre and Development Services	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.	AD – City Centre and Development Services	Green

The council will where it can and it is appropriate, jointly promote the scheme and introduce potential tenants and occupiers to Friargate LLP	Current through to completion of the scheme	This is occurring currently	AD – City Centre and Development Services	Green
--	---	-----------------------------	---	-------

Risk Ref	Risk Owner	Last Updated
012 – Provision of SEN Transport	Executive Director, Place	March 2016

Risk Description: The Council continues to implement, without revision its current SEND policy for the provision of home to school transport for children and young people age 2 - 19 Lead

Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
The SEND strategy focuses on enablement. The project plan falls within the Governance of the SEND Board, which secures the engagement of all stakeholder groups. Elected Members have agreed to support the pre-consultation process. A detailed analysis of activity and costs has been completed which will inform the impact assessment	On-going	The Council's financial strategy includes an assumption of significant cost reduction, which is wholly deliverable in 2017/18 but will be compromised in 2016/17. The process of consultation and political approvals alongside a statutory requirement for the Council to publish its Post 16 SEND travel assistance policy no later than 31st May makes a September 2016 implementation date significantly challenging to achieve. However, other changes within the existing policy such as increasing independent travel training and personal transport budgets will be actively pursued.	Director of Education	Amber

Risk Ref	Risk Owner	Last Updated
013 – Creation of a Combined Authority for the West Midlands and agreement (or not) of a Devolution Deal	Chief Executive	February 2016

Risk Description: The Council continues to implement, without revision its current SEND policy for the provision of home to school transport for children and young people age 2 - 19 Lead

Planned Treatment	Timescales	Progress to Date	Risk Manager	Control Status
1. Ensure consultation & engagement at WMCA level on the scheme to include the Directly Elected Metro Mayor meets the statutory requirements and reduces the risk of judicial review challenge.	On-going			Amber

<p>2. 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.</p> <p>3. Create detailed delivery plans for phasing of £150million capital expenditure on Friargate & City Centre South.</p> <p>Agree human resourcing plan of key CCC officers to both support & shape the creation of the WMCA and ensure delivery of the devolution deal.</p>				
--	--	--	--	--