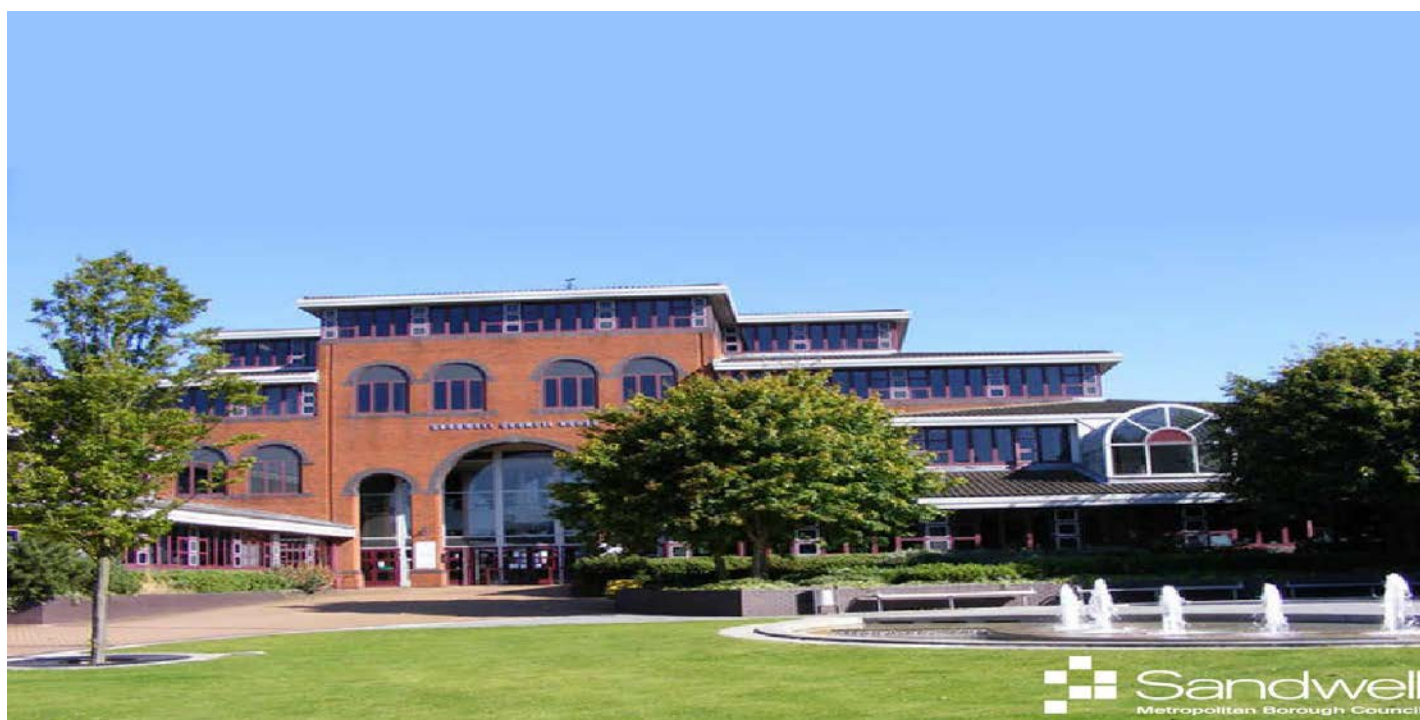


Appendix A

Profile of Current Strategic Risk Scores

RED	4, 4c, 27, 40, 52
AMBER	6a, 6b, 21a, 22a, 38a, 42a, 48, 50, 53
GREEN	44, 45, 51

Summary Strategic Risk Register @ June 2019



Ambition 1
High aspirations



Ambition 2
Healthy lives



Ambition 3
Skills



Ambition 4
High quality education



Ambition 5
Safe communities



Ambition 6
Excellent and affordable public transport



Ambition 7
Housing to meet needs



Ambition 8
Community life, leisure centres & entertainment





Ambition 9
Location of choice for business and growth





Ambition 10
Reputation for getting things done


[IL1: PROTECT]


Risk Ref	Risk Title and Description	Previous risk score (Feb 2019)	Movement in risk score	Current risk score (Jun 2019)	Target risk score and date	Comment																																
4 07/12	<p>Children's Social Care</p> <p>If the council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children's Trust addresses the areas of poor or inconsistent performance, as outlined by Ofsted, with rigour and pace, then the council will fail in its responsibilities to:</p> <ul style="list-style-type: none"> Safeguard vulnerable children Promote and improve the outcomes of children in its care Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it Improve the continued adverse affect on the council's reputation. <p>Risk owner – Lesley Hagger Cabinet Member – Councillor Underhill</p> <p>Ambitions impacted: 1, 2, 3, 4 and 5</p>	12 (red)		12 (red)	8 (amber) Autumn 2019 Requires Improvement by 2020 Good by 2022	<p>Although now being delivered by Sandwell Children's Trust, children's social care services continue to be one of the council's top priorities. Monitoring of this risk is carried out via a number of mechanisms including:</p> <ul style="list-style-type: none"> The Strategic and Operational Partnership Boards (SPB and OPB) which meet regularly and oversee the relationship between the council and the Trust. The performance and reporting against the Service Delivery Contract and the 15 agreed performance indicators (KPIs). As at April 2019, reports to the June 2019 OPB showed that all 15 KPIs were either being met with targets achieved or within tolerance. A review of the KPIs will be undertaken in Autumn 2019 to ensure they remain appropriate measures. The Improvement Board reviews progress against the improvement plan. This shows improvements in a number of Ofsted recommendations based on evidence presented to the Board. Regular Ofsted monitoring visits. Since the last update to the Committee, Ofsted carried out a monitoring visit in April 2019 of the Looked After Children service and a follow up of the fostering service review. The review noted the level of children in care was the highest it had been in Sandwell and was largely due to drift and delay of children exiting care. It noted that the Trust had demonstrated that it has made some improvements from a low base to the quality of social work practice since the inspection of the service in 2017. Further work remains to be done to ensure that practice is consistently good and that the best outcomes for all children are achieved. A full re-inspection of children's services has been confirmed for Spring 																																
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						2020 and this will be a key source of assurance on the improvements made. Overall, performance since the establishment of the Trust has seen improvements in a number of areas. The risk continues to be assessed as red until a period of consistent improvement and embedment can be evidenced.																																
4c 02/18	<p>Demand for Children’s Social Care</p> <p>If the rate of demand and pressures on children’s social care (experienced nationally and locally) continue to increase at the same or at a higher rate than that experienced during 2017/18, then without a national funding solution and improved children’s social care services, this will have a detrimental impact on the financial resilience of Sandwell Children’s Trust</p> <p>Risk owner – Lesley Hagger Cabinet Member – Councillor Underhill and Councillor Ali</p> <p>Ambitions impacted: All Ambitions 1-10</p>	16 (red)		16 (red)	12 (red) April 2020	<p>This risk recognises the continued significant concerns being raised nationally in respect of the increasing demand and pressure on children’s social care services and the detrimental impact this is having on councils with statutory responsibility for children’s social care. As such, the failure to put in place a national solution to this problem is presenting a risk to many councils. It is to be hoped that government understands this and takes action as part of the comprehensive spending review.</p> <p>The Contract Sum that has been agreed between the council and the Trust, put in place significant additional funding to address budgetary pressures experienced during 2017/18. Despite this, demand has continued to increase, with a significant increase in the number of Looked After Children being experienced across the borough as noted above. Discussions between the council and the Trust about how this will be managed now that the Trust is an operationally independent company, are ongoing.</p> <p>Regular budget challenge meetings are taking place and the Trust is working to provide more detailed information to the council to enable the council to have a better understanding of the figures and the 2018/19 budget deficit which is confirmed at £6.3 million for the year.</p> <p>The Trust is developing a medium term financial plan for the four year period 2019/20 to 2022/23, with a view to presenting this to the SPB in summer 2019.</p> <p>In addition to the above, a Cabinet workshop in July 2019 will be looking at the expenditure of the Trust.</p>																																
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6a 10/07	<p>Emergency Planning</p> <p>If the council does not put in place effective arrangements to plan and mitigate against national, regional or local emergencies as defined by Part 1 of the Civil Contingencies Act 2004 (CCA) then this will result in:</p> <ul style="list-style-type: none"> Actual or anticipated failure to adequately protect vulnerable persons Failure to support the emergency services Loss of public confidence in the council Failure to fulfil Civil Contingencies Act responsibilities <p>Risk owner – Alison Knight Cabinet Member – Councillor Crompton</p> <p>Ambitions impacted: 2, 5, 10</p>	8 (amber)		8 (amber)	8* (amber)	<p>Since the last update to the Committee, the following actions have taken place in the management of this risk:</p> <ul style="list-style-type: none"> A final draft of the Emergency Transport Plan is being reviewed by the transport manager. Exercise 'Quickbeam' was held on the 8 March 2019 which included a simulated Incident Management Team exercise and live rest centre exercise. A debrief report is being finalised which shows that no areas of concern or immediate actions were highlighted. Officers from the council's communications team have been engaged in the review of the Local Resilience Forum's communication plan. A Humanitarian Assistance Centre Plan has been drafted and is currently in consultation with Commissioning and Direct Services. <p>The mitigations that have been implemented and currently in place provide some assurance that appropriate measures are in place to manage this risk. This risk will continue to be monitored on an ongoing basis and given that control over the likelihood of emergencies is not within the council's control, the risk is likely to stay at amber.</p>																															
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6b 04/18	<p>Business Continuity Management (BCM)</p> <p>If the council does not develop, review, monitor and test plans and capabilities (including the resilience of its supply chains and the power supply arrangements for the data centre at the council house) that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision of council services and result in potential financial loss and loss of public confidence in the council.</p> <p>Risk owner – Alison Knight/ Alan Caddick Cabinet Member – Councillor Crompton</p> <p>Ambitions impacted: All Ambitions 1-10</p>	9 (Amber)		9 (Amber)	6 (green) March 2020	<p>The improved governance arrangements providing oversight and monitoring of this risk that were previously reported to the Committee continue to take place in the management of this risk.</p> <p>Since the last update, the following actions have taken place:</p> <ul style="list-style-type: none"> All services business continuity plans are continuing to be reviewed and updated as and when appropriate to reflect changes to structures and personnel. A review of the corporate business continuity strategy is underway and will be completed by September 2019. A review of the corporate business continuity plan will be completed by March 2020. Business continuity exercises continue to be scheduled taking place quarterly across the organisation, with the next one being scheduled for the Neighbourhoods directorate in July 2019. A cyber exercise is being considered for Autumn 2019 to test the council's response and recovery to an incident. 																																
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21a 06/15	<p>Compliance with the Data Protection Act 2018 (DPA 2018) and the General Data Protection Regulations (GDPR)</p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 and GDPR then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply will result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legal action.</p> <p>Risk owner – Surjit Tour Cabinet Member – Councillor Ali</p> <p>Ambitions impacted: 5 and 10</p>	8 (amber)		8 (amber)	4 (green) March 2020	<p>This risk continues to be overseen by the council's Senior Information Risk Officer who is also the risk owner and chairs the Information Governance Board (IGB). Since the last detailed update to the Committee, the following has taken place:</p> <ul style="list-style-type: none"> The IGB has been refreshed with changes including representation of cyber security officers from ICT and Caldicott guardians. Officer training has taken place to ensure compliance with the annual NHS Data Security and Protection Toolkit which allows organisations to assess themselves against Information Governance policies and standards. Training was completed by over 95% of council based staff. A new cloud based learning package is currently being considered by ICT to ensure annual refresher training requirements continue to be met and evidenced. Work has continued to take place on each of the 12 steps to compliance activity as defined by the Information Commissioner's Office (ICO). The 12 steps were broken down into four phases, with phases one and two being completed in March 2019. Phase three involves review of policies; audits of information asset registers; and a restructure of the Information Management Unit; Cabinet Member training, all of which are planned to take place between April and the summer. Phase four, which is scheduled to run from the summer to the end of the year includes, records management audits; evidence collation for the annual NHS toolkit assessment to ensure the council continues to have access to NHS systems and data, which will be required to be submitted by 31 March 2020. Regular updates continue to be reported to the Executive Management Team which provides details on the progress against the 12 steps to compliance, data breaches and performance against Freedom of Information and Subject Access requests. 																																	
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The 22a 01/16	<p>CONTEST</p> <p>Whilst the national threat level remains 'severe' there is no known significant specific or particular threat for Sandwell. If the council does not work with partners to put in place suitable arrangements with the aim of preventing terrorism and radicalisation in Sandwell then it will be unable to effectively discharge its statutory duties.</p> <p>Risk owner – Jan Britton Cabinet Member – Councillor Crompton and Councillor Khatun</p> <p>Ambitions impacted: 5</p>	8 (amber)		8 (amber)	8* (amber)	<p>This risk continues to be managed by the CONTEST Board which has strategic oversight of 'Prevent' performance. Although there has been no change in the risk or threat level for Sandwell, the actions that have/are being taken to manage this risk include:</p> <ul style="list-style-type: none"> The annual Counter Terrorism Local Profile (CTLP) has been produced by the Counter Terrorism Intelligence Unit and a briefing to 40-50 staff and partners took place in March 2019. There has been no significant change in the risk or threat level for Sandwell A CTLP follow-up workshop took place on 10 June 2019 with partners, focussing on actions required to continue successful mitigation of this risk. <p>Sandwell is currently a non-funded region by the Home Office which reflects that it is a non-priority area. The CTLP identified this is consistent with the low level of referrals and operational activity within Sandwell.</p> <ul style="list-style-type: none"> The council however recognises that as a local authority it still has a Prevent duty and this requires compliance regardless of priority status or funding. Going forward, the Prevent co-ordinator role is a permanent role. The Prevent and Resilience teams worked collaboratively to deliver a table-top workshop for Cabinet Members which took place in March to raise awareness and positive feedback was received. A further workshop is being organised for the new Cabinet over the coming months. <p>The government review of the Prevent programme is ongoing and the council will consider the findings of this review to establish what if any further actions will be required and will carry out a further assessment of this risk at that time.</p>																										
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27 06/09	<p>Funding and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and planned changes to the local government funding formula to be implemented in 2020. Failure to put in place the necessary processes and actions to manage these uncertainties may impact on our ability to deliver services to the people of Sandwell and our statutory responsibility to set a balanced budget.</p> <p>Risk owner – Darren Carter Cabinet Member – Councillor Ali</p> <p>Ambitions impacted: All Ambitions 1-10</p>	9 (amber)		12 (red)	8 (amber) Autumn 2020	Central government's failure to publish details of the Comprehensive Spending Review or detailed plans for the future local government funding formula is creating unprecedented uncertainty around funding allocations. This is reflected in the increase in the assessment of this risk.																															
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38a 03/18	<p>Health and Social Care Reforms</p> <p>If appropriate arrangements are not made to effectively manage the implications and the impact of the health and social care reforms including the Social Care Green Paper and the change in delivery from acute / primary care to social care led intervention, then the outcomes for adult social care users will be adversely affected.</p> <p>Risk owner – David Stevens Cabinet Member – Councillor Shaeen</p> <p>Ambitions impacted: 2, 5, 7</p>	8 (amber)		8 (amber)	8* (amber)	<p>This risk continues to be included in the strategic risk register as a result of the uncertainties that flow from the Green Paper on social care for older people.</p> <p>The publication of the Green Paper has now been delayed several times, from an original publication date of summer 2017 (then to 'the end of 2017', 'before the summer [Parliamentary] recess' in July 2018 and then in June 2018, the then Health and Social Care Secretary announced a further delay to the 'autumn of 2018', following the announcement that a ten-year plan for the NHS would be developed). Comments from Government now state that it will be published 'at the first opportunity in 2019', although no further details have been provided as to when in 2019 publication might occur.</p> <p>Once published, the paper will be subject to a full public consultation at which point the council will consider the implications it has for its adult social care services.</p>																															
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40 01/15	<p>School Place Planning</p> <p>If the Department for Education is unable to provide sufficient funding and if the council is unable to identify suitable solutions to schools' place planning and deliver these solutions on time and to scope then it will fail to discharge its statutory duties to provide sufficient school places.</p> <p>Risk owner – Lesley Hagger/ Chris Ward Cabinet Member – Councillor Underhill</p> <p>Ambitions impacted: 1, 3 and 4</p>	12 (red)		12 (red)	8 (amber) April 2020	<p>This risk is concerned with ensuring that there are sufficient primary and secondary school places available across the borough in future years. The current focus is on secondary schools where an additional 660 places (previously 480) are required by September 2020.</p> <p>The council has held discussions about the allocation of Basic Needs funding with the Department for Education (DfE) and Education and Skills Funding Agency with a view to clarifying likely funding levels in the future.</p> <p>At present, the options to manage this risk include:</p> <ul style="list-style-type: none"> Continue with discussions with the DfE on the funding formula for capital allocations Increasing the size of year 7 cohort in a number of secondary school for a second consecutive year without any associated capital works. This option offers limited scope given these measures are being utilised for September 2019 also. The government accelerates the building of the two free schools currently in the pipeline. However, the council has no direct control over DfE delivery timelines and delays have already been encountered in this respect. The Authority investigates alternative capital funding streams in advance of future capital allocations being announced by the DfE. <p>The council is currently considering these options and as such the risk score remains red.</p>																																
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42a 02/17	<p>Cyber Security</p> <p>If the council does not have a co-ordinated approach and understanding of its existing cyber security controls or those available to it, together with an analysis of identifiable gaps, then this could expose the council to cyber-attack resulting in:</p> <ul style="list-style-type: none"> The inability of the council to deliver services, particularly critical services for a significant period of time The loss of corporate and sensitive personal data (including bank details) Enforcement action Significant financial loss and Reputational loss <p>Risk owner – Darren Carter Cabinet Member – Councillor Ali</p> <p>Ambitions impacted: 5, 10</p>	8 (amber)		8 (amber)	8 (amber)	<p>This risk continues to be linked with risk 21a and is being managed by ICT working alongside the Information Management Unit (IMU).</p> <p>Although cyber-attacks continue to take place nationally together with media coverage and national training and awareness initiatives, this has slightly reduced over the last six months.</p> <p>Since the last report, the following has taken place:</p> <ul style="list-style-type: none"> New cyber governance processes have been introduced including the Information Management Unit's representation on the Cyber Board and ICT also now is an active member of the redesigned Information Governance Board and assists in developing new policies and procedures. The council's Cyber Security & Connectivity Services Team continues to monitor and ensure the infrastructure is updated to compliance levels. Since the last update, we have seen over 750,000 security attempts on our infrastructure, all which have been identified and eliminated before entry into our environment. Within the ICT governance structure, service architecture managers are tasked with ensuring proactive patching takes place across technologies as well as providing a schedule to ensure security updates are promptly uploaded to all platforms. The latest refresh programme will ensure that all staff receive new devices by early 2020. Additional security measures have been applied to email systems to enhance protection of messages to and from our public-sector partners. Quarterly cyber updates are now presented to EMT. The Regional Cyber Security Working group recently established by Sandwell, discusses potential vulnerabilities and produce mitigation plans. 																															
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44 05/16	<p>Land Sales and Other Matters</p> <p>If the council does not put in place a robust system of assurance around the new and/or updated policies and procedures that have been put in place to address the findings from the land sales, legacy land matters and other matters investigated, then it will be unable to ensure compliance with these new arrangements and evidence robust and effective corporate governance arrangements are in place across the council.</p> <p>Risk owner – Alison Knight Cabinet Member – Councillor Lloyd</p> <p>Ambitions impacted: 5, 7, 8, 9 and 10</p>	6 (green)		4 (green)	4 (green) Achieved	<p>The arrangements in place to manage this risk include:</p> <ul style="list-style-type: none"> The historical standards issues have been finalised and this was also recognised in the peer review follow up. The newly appointed manager over the service area took up his post in March 2019. The Executive Director Neighbourhoods and Director Regeneration and Growth continue to oversee and approve all land transactions The 2018/19 Annual Internal Audit Report has summarised the work undertaken on land disposals. <p>As a result, the risk is being transferred to the Neighbourhoods risk register where the risk will continue to be monitored on an ongoing basis.</p>
						
45 07/16	<p>Apprenticeship levy</p> <p>If the council (including schools) does not put in place effective arrangements to use the resources it will have available from the introduction of the apprenticeship levy, then it will be unable to maximise benefits and its use of resources and will miss out on the opportunities available through the fund.</p> <p>Risk owner – Chris Ward Cabinet member – Councillor Millard</p> <p>Ambitions impacted: 1, 3, 4, 9, and 10</p>	9 (amber)		6 (green)	6 (green) Achieved	<p>The Apprenticeship Levy introduced on 1 April 2017 requires all public sector bodies with a workforce of 250 or more, to provide apprentice opportunities equating to at least 2.3% of their workforce. For 2018/19, the target figure (which has been recalculated based upon recent guidance provided by the National Apprenticeship Service) equates to 199 apprenticeships for the council. In the last update to the Apprenticeship Board, the actual performance for the year to 31 March 2019 showed that 207 apprenticeships had been placed during the year.</p> <p>For 2019/20, the council is further increasing the numbers of apprenticeships, particularly with existing staff as part of the workforce and officer development plans, as there are areas yet to take full advantage of the funding that is available through the levy.</p> <p>As a result of the above, the target risk score has been achieved and the risk is being transferred to the Children's Services directorate risk register where it will continue to be monitored by the risk owner, who also chairs the Apprenticeship Board.</p>
						


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48 07/17	<p>Vision 2030</p> <p>If the council does not put in place arrangements to monitor and assure itself of the delivery against its 2030 vision, then this will result in the Sandwell's ambitions and Vision 2030 not being met.</p> <p>Risk owner – Jan Britton Cabinet Member – The Leader</p> <p>Ambitions impacted: All Ambitions 1-10</p>	8 (amber)		8 (amber)	8* (amber)	<p>The Peer review follow up noted that consideration should continue to focus on 'a route map for delivery, alignment of resources and measures of success to support the realisation of aspirations'. To this end, a borough wide summit is being held on 11 July 2019 which has been co-designed with partners. The summit is intended to develop a shared understanding about local wealth building and how it can help us to deliver Vision 2030. The summit will also ask all partners to commit to work together to deliver local wealth building. As part of this, work is commencing on developing an 'Inclusive Economy Deal' for Sandwell. This in essence, will be a community social contract and a joint commitment shaped and owned by Sandwell residents, communities and businesses, to ensure that they all benefit from the regeneration and prosperity of the wider region, and ensuring that Sandwell gets its fair share of the uplift in the economy.</p> <p>The Council's Cabinet Member portfolios have been revised and each Cabinet portfolio now focuses on a Vision 2030 ambition. As well as emphasising the outcomes that Cabinet Members will focus on, this demonstrates Cabinet's commitment to work with partners to deliver on these agendas and ensure progress towards Vision 2030.</p>																															
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50 01/18	<p>Commonwealth Games Aquatic Centre</p> <p>If the council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the council.</p> <p>Risk owner – Alison Knight Cabinet member – Councillor Crompton</p> <p>Ambitions impacted: 2, 6, 8, 9, 10</p>	8 (amber)		8 (amber)	4 (green) April 2021	<p>This risk continues to be managed through the project governance arrangements which are in place. Since the last update to the Committee the following actions have been undertaken:</p> <ul style="list-style-type: none"> • Planning approval was given to the project at the meeting of Planning Committee on 13 March 2019 • Departure from the Site Allocations and Development Delivery Plan / Local Plan was approved for three sites at the meeting of full Council on 9 April 2019 • A letter has been received from the Secretary of State confirming that the planning decision will not be called-in • At the meeting of Cabinet on 5 June 2019, it was agreed that £1.5m be allocated from the approved budget to facilitate enabling works which commenced in June 2019 • Work on RIBA Stage 3 (Developed Design-developing building services and structural engineer designs) has commenced and nears completion; • The project is on target to be delivered in time for the Commonwealth Games 2022. • A Gateway Review of the project was undertaken and assessed as amber. <p>Although the project is on target to be delivered on-time and within the identified budget, given the reputational importance of the project and the multi-faceted nature of the stakeholders involved, at this time it is prudent for the project to continue to be assessed as amber.</p>																									
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51 03/18	<p>Peer Review Recommendations</p> <p>If the council does not accept, put arrangements in place and implement the recommendations made in the LGA Corporate Peer Review on a timely basis then this will not support the council's continuous improvement and have a significant negative reputational impact.</p> <p>Risk owner – Jan Britton Cabinet member – The Leader</p> <p>Ambitions impacted: All Ambitions 1-10</p>	6 (green)		6 (green)	6 (green) Achieved	<p>The outcome of the two day follow up corporate peer review undertaken in January 2019 was reported to the March 2019 meeting of this Committee.</p> <p>To ensure continued focus and delivery of the peer review recommendations, an internal review will take place on an annual basis and the outcome of these reviews will be reported to the Executive Management Team.</p>																														
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52 05/18	<p>Better Care Fund (BCF) and Public Health Grant</p> <p>If the government fails to confirm or extend grant funding for the Better Care Fund and for Public Health, then the council will be unable to discharge its key statutory functions in this respect.</p> <p>Risk owner – David Stevens Cabinet member – Councillor Shaeen</p> <p>Ambitions impacted: 2, 5, 10</p>	8 (amber)		12 (red)	4 (green) When longer term funding sources and levels confirmed	<p>This risk is a subset of risk 27 and is relevant to all councils across the country and identifies the key issues of social care and public health services 'falling over' if there is a lack of clarity over how public health services will be funded and the levels of funding available, as well as the future of the BCF programme.</p> <p>Whilst the currently ringfenced public health grant and BCF has been announced for 2019/20, in respect of the latter, the Clinical Commissioning Group has not had written confirmation from the Department of Health on the money to be transferred to the Fund (which is managed by the council). This together with the lack of clarity over future funding arrangements informs the current increase in the risk assessment</p> <p>The government's intention is to fund future public health expenditure from business rates retention and for this not to be ring fenced. As such this will be dependent upon the council's ability to generate business rate income through economic growth. Without a confirmed equalisation process at present, there are uncertainties around the levels of future public health funding and therefore extend health inequalities that currently exist within the borough.</p>																														
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53 04/18	<p>Business Management System</p> <p>If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in:</p> <ul style="list-style-type: none"> The council's business system being unsupported Inability to transform services that would enable processes to be more efficient Non compliance/ misalignment with other council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme. <p>Risk Owner – Darren Carter Cabinet member – Councillor Ali</p> <p>Ambitions impacted: Ambition 10</p>	8 (amber)		8 (amber)	4 (green) December 2021	<p>This risk is in respect of the main Oracle E business suite (EBS) which has been used by the council since 2003, and provides a range of key functions including Finance, HR, payroll and procurement.</p> <p>The risk has been escalated from the Resources directorate risk register.</p> <p>The current version of EBS used by the council becomes unsupported from 31 December 2021. Remaining on unsupported software is an unacceptable risk to the council due to the loss of support patches from Oracle and the implications around data security, and non compliance with payroll requirements. A project has therefore been set up to consider the future business system for the council. The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> An options appraisal has been undertaken to consider matters such as cloud vs on site solution; upgrade or procure. Governance structures are in place with an established project board and project team with representation from a number of service areas and a project sponsor identified A project initiation document is being finalised for sign off by the project board A project risk register is in place which is overseen by the Board. 																																	
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* These are risks which are likely to remain amber over the medium term due to the nature of these risks and the continued uncertainties. As such these risks do not have target dates.