

## KCR 0003 Waste management strategy partnership

Corporate Lead Bill Woolley

*Financial penalties of failing to manage satisfactory partnership solution to waste agenda. Partnership solution with NYCC introduces risks to the programme from CYC perspective (control, breakdown of effective working, governance etc). Project risks of the partnership have been identified and are being managed by NYCC as the lead body*

### City Strategy

#### Waste Management Strategy Partnership

#### Project terminated

Risk Owner: Bill Woolley

Critical

22

Cause *The project could be deemed unacceptable by Council Executives.*

Consequence *This would leave the Council exposed to increasing landfill costs, including landfill tax and trading scheme penalties. If only one council rejects the other may be liable for procurement costs.*

#### Controls

Communication Strategy

#### Owner

Bill Woolley

#### Actions

Communications prepared to state case for solution – explain that doing nothing is not an option

#### Target Date

30/06/2010

#### Revised Date

30/09/2010

### Project delays

Risk Owner: Bill Woolley

High

20

Cause *Failure to communicate to stakeholders regarding the benefits and requirement for a treatment site.  
Failure to secure and/or demonstrate adequate consultation.  
Stakeholder issues arise to do with planning and design, due to negative perception of treatment plants and technologies.*

Consequence *This could result in judicial review, objections of planning permission, protests, public enquiry and significant delays to the project and increase costs.*

#### Controls

Communication Strategy

Public Consultation

Communication Plan

Work with bidders and NYCC planners

Project programme includes time for planning debate

Work to ensure the site is deliverable

Early feasibility study to be carried out to identify possible areas of concern

#### Owner

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

#### Actions

Work with planning department

Consultation to be completed as statutory consultation on planning

#### Target Date

31/08/2010

31/08/2010

#### Revised Date

31/12/2010

31/12/2010

## Failure to secure planning consent

Risk Owner: Bill Woolley

High

19

Cause Failure to secure planning consent on any of the selected sites. If there is not enough preparation to ensure the site is the most appropriate and all the required testing has been complete. Environmental Impact assessments etc.

Consequence This could result in non-delivery of project.

### Controls

Identification of suitable alternative sites

Environment Impact Assessment

Participants working closely with planning department re design and site plan

Council engagement with statutory consultees

Engagement with Government Office

Requirement of bidders to demonstrate how they plan to ensure planning success

Post preferred bidder to work closely with participant through planning - community

### Owner

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

Bill Woolley

### Actions

Support provided to NYCC in terms of peer review of planning process

### Target Date

31/12/2010

### Revised Date

## Solution is unaffordable

Risk Owner: Bill Woolley

High

19

Cause The Government have imposed penalties designed to reduce the amount of BMW going to landfill and these penalties are prohibitive and the Council cannot achieve the reduction in BMW to landfill without a disposal facility. Inability to obtain agreement with Treasury/DEFRA resulting in failure to get Final Business Case approval.

Consequence The cost of this facility highly significant but lower than the penalties. The Government has contributed £65m through PFI credits towards these costs, however, the likely net impact is still highly significant to the Council. Should the Council fail to set the monies aside to deal with it. The potential loss of PFI credits means additional cost to the council.

### Controls

Highlighted as a budget requirement as part of the MTF5.

The Council has signed up to closing the affordability gap

### Owner

Bill Woolley

Bill Woolley

## Potential challenge of the procurement process

Risk Owner: Bill Woolley

Medium

13

Cause If the losing bidder deems the evaluation has been inappropriate

Consequence The Council could be sued and incur costs and therefore may not be able to award the contract.

### Controls

Auditable trails of documentation

### Owner

Bill Woolley

Corporate Lead Bill Woolley

*Business Continuity: The Council has a statutory duty to have plans in place to ensure the delivery of its critical services continues throughout any disruption to itself or the community. Emergency Planning: The Council, as a Category 1 responder to critical incidents, has a duty to maintain both generic and specific plans to respond to the major risks facing its community.*

**City Strategy**

**Inability to respond to and assist in the recovery of city of York after a major incident**

Risk Owner: Richard Wood

**High**

**18**

Cause Under the Civil Contingencies Act, as a local authority, it is the role of City of York Council to support the emergency services in the case of a major emergency and to provide aid and assistance and advice to the general public.

Consequence Emergency services may not be completely supported which could hinder the promptness of their response, the speed of recovery of the city, and vulnerable people within the city may be put at risk.

**Controls**

- Emergency Plans for the city
- Emergency manuals
- Exercising of the plans
- Officers on-call
- Plans and manuals updated quarterly (particularly contacts)
- CYC Emergency Handbook

**Owner**

- Richard Wood
- Richard Wood
- Richard Wood
- Richard Wood
- Richard Wood
- John Wray

**Inability to continue to deliver services following a business disruption event**

Risk Owner: Richard Wood

**High**

**16**

Cause If group and directorate plans are not developed, adopted and embedded at both levels this could result in an inability to continue to deliver services following a business disruption event. the result could be further risk to customers and the community and resultant criticism.

Consequence Reputational and potentially litigation and breach of statutory duty leading to censure of Council.

**Controls**

- BC working group
- Progress reports to CMT
- Timetable for driving forward BC in the Council

**Owner**

- John Wray
- John Wray
- John Wray

## KCR 0015 Fairness & Inclusion

Corporate Lead Sally Burns

*The refreshed corporate Fairness and Inclusion Strategy and Single Equality Scheme were approved by the Executive in December 2010. This updates the council's fairness and inclusion commitment and action. It also ensures that we meet current statutory duties arising from equality legislation and provides the framework for the development of fair and inclusive service delivery and employment practice in the council. As a result of the introduction of the Single Equality Act 2010, the strategy and scheme w*

### Communities & Neighbourhoods

#### Failure to deliver a fair, inclusive and customer-focused organisation will not be realised

Risk Owner: Sally Burns

High

20

Cause *The action plan in the corporate Single Equality Scheme is not implemented because of lack of prioritisation, adequate resources and understanding of the issues.*

Consequence *Customers receive poor quality unfair, and possibly discriminatory, services and staff satisfaction declines due to poor quality employment practices. The council's reputation as a service deliverer and employer declines. We do not meet recognised standards of excellence in services and employment.*

#### Actions

Target Date

Revised Date

Implementation of directorate equality schemes and monitoring at Directorate Management Teams

31/03/2011

Equalities Impact Assessments undertaken and resulting actions implemented

31/03/2011

Staff & member training

31/03/2011

Implementation of the corporate equality system and standards

31/03/2011

#### Vulnerable people cannot access our services and employment opportunities

Risk Owner: Angela Wilkinson

High

20

Cause *Lack of understanding of the needs of vulnerable people and the barriers they face when they try to access our services.*

Consequence *Vulnerable customers are excluded from services we provide. We can face legal challenges.*

#### Actions

Target Date

Revised Date

Complete and implement Equalities Impact Assessments

31/03/2011

Equalities Impact Assessments undertaken and resulting action plans incorporated into all Human Resources practices

31/03/2011

#### We do not provide fair and inclusive customer-focused services

Risk Owner: Corporate Management Team

High

20

Cause *Lack of understanding of the needs of vulnerable customers resulting in lack of remedial action to meet their needs.*

Consequence *Vulnerable customers are excluded from services we provide. Our reputation as a quality service provider is reduced. We can face legal challenges.*

#### Actions

Target Date

Revised Date

Complete and implement Equalities Impact Assessments in all service areas

31/03/2011

## Vulnerable staff are bullied harassed and feel excluded

Risk Owner: Corporate Management Team

High

20

Cause *Lack of understanding of the needs of vulnerable staff resulting in lack of remedial action to meet their needs.*

Consequence *Staff survey results are poor. Vulnerable staff's health is affected negatively or/and they leave. Our reputation as a good employer is reduced. We can face legal challenges.*

### Actions

Implementation of Workforce Plan

Target Date

31/03/2011

Revised Date

## KCR 0016 Capital Programme

Corporate Lead Bill Woolley

*The Capital Programme delivers a number of capital schemes that directly contribute to the achievement of the Corporate Strategy. All capital schemes are included into the Capital Programme via the annual capital budget process which allocates resources to the projects that facilitate with service delivery and contribute toward the Corporate Strategy. Currently the Capital Programme contains 85 projects over a 5 year period with a budget of over £206m.*

### City Strategy

#### City Development and Transport

#### Transport Capital Programme

#### Failure to obtain funding for Access York Phase 1

Risk Owner: Tony Clarke

Critical

23

Cause *If the DfT or CYC funding was not available*      Consequence *Project would not proceed*

#### Controls

Regional Funding Allocation confirmed available.  
Follow DfT procedures to obtain main funding.  
Follow CYC CRAM procedures for local contribution.

#### Owner

Tony Clarke  
Tony Clarke  
Tony Clarke

#### Actions

Confirm CYC funding through CRAM process  
Progress scheme once new guidance and results of spending review published in Autumn 2010

#### Target Date

31/03/2009  
31/03/2011

#### Revised Date

31/03/2011

### Communities & Neighbourhoods

#### Failure to deliver York Sports Village by 2011

Risk Owner: Charlie Croft

Critical

21

Cause *The University has not yet set a start date for the construction of the pool.*      Consequence *Delivery of the University Pool is dependent on York University obtaining planning permission & completing the process of applying for external funding.*

#### Controls

Supporting the University in the development scheme  
Supporting the University in their approach for external funding

#### Owner

Charlie Croft  
Charlie Croft

#### Actions

Work with the University to develop the scheme.  
Support the University to complete their funding application.

#### Target Date

31/03/2011  
31/03/2011

#### Revised Date

### Adults, Children & Education

## Failure to deliver LCCS school modernisation strategy

Risk Owner: Pete Dwyer

Medium

13

Cause *Late delivery or failure of significant capital projects include: New Manor School (creative and media extension to 2010), Joseph Rowntree (remaining demolition of old building), Rawcliffe and Clifton Primary schools and English Martyrs and Our Lady's primary school merger, and Knavesmire Children's Centre (nearing completion), Further projects subject to DCSF funding.*

Consequence *Late delivery of large scale capital projects may lead to reputational damage, financial loss and difficulties with school admissions and accommodating children.*

### Controls

Extensive project management  
Regular reporting to Members

### Owner

Maggie Tansley  
Kevin Hall

## City Strategy

### Administration & Accommodation Review

## Failure to achieve planning approval

Risk Owner: Ian Asher

High

17

Cause *Developer solution fails to take into consideration the local planning conditions for the site they have selected. (massing, height, access, materials etc.)*

*Sufficient strength of feeling from third party objections.*

*Failure to achieve listed buildign consent.*

Consequence *Delays and consequent costs incurred (lease extensions, re-negotiations) on the project if permission is refused. Developer terminates agreement. Recommencement or abolition of the procurement process.*

### Controls

Staged design development, meetings and approvals  
Development of a realistic design brief  
Planning policy

### Owner

Maria Wood  
Ian Asher  
Ian Asher

## Failure of the organisation to implement the corporate transformational change agenda reflected in the new HQ design brief

Risk Owner: Maria Wood

Medium

14

Cause The organisation does not effectively coordinate and implement the transformational change agenda.

Consequence The Council will fail to achieve the operational efficiencies and improvements in customer service provision, anticipated in the business case. The project will deliver a new head quarters building that the organisation is unable to use to its maximum potential.

### Controls

Integration with the More for York Programme

### Owner

Maria Wood

### Actions

Presentation to More for York Project Board

### Target Date

02/07/2010

### Revised Date

Ensure agendas and reports for M4Y project boards are available to the accommodation project.

27/08/2010

Preperation of toolkit

29/10/2010

## City Strategy

### Community Stadium

#### Capital Funding Gap

Risk Owner: Tim Atkins

High

19

Cause Partner contributions, potential for enabling development disposal values, land values and external funding contributions are variables that are not possible to clearly define at this stage in the project. The impact this has on the viability of the project is significant. The role of external funding agencies is also important. Due to the changing nature of the funds and their timescales, there is always a significant risk that criteria will change and funds levels reduce

Consequence There may not be the capital available to build the stadium development

### Controls

External Funding Assessments

Assessment of the potential for enabling development

Flexible Cost Model and business case

### Owner

Sarah Milton

Tim Atkins

Tim Atkins

## Timescales: Planning Application called in

Risk Owner: Tim Atkins

High

19

Cause The Planning Application is called in

Consequence Project is delayed by up to 16 months

### Controls

Undertaking discussions with Government Office

### Owner

Tim Atkins



Corporate Lead Tracey Carter

*The efficiency programme contains a number of projects that, if delivered successfully, will produce millions of pounds of cashable efficiency savings which will support the council's budget, keep council taxes low, improve the quality of services and make them more efficient. The council has set aside an invest to save fund and is also going to work with private sector partner to drive through the change required to deliver these projects. Not delivering this programme of efficiencies will lead to further*

**Office of the Chief Executive**

**More for York**

**Programme - Lack of required in-house skills and knowledge**

Risk Owner: Stewart Halliday

**High**

**19**

Cause *The programme may not have the required in house skills and knowledge at the relevant time as a result of inadequate resource planning.*

Consequence *A lack of in-house skills and knowledge may result in possible reductions in benefits and/or effective implementation of changes.*

**Controls**

- Ongoing review of resource management
- Monthly workstream review meetings
- Programme resources supplemented by external expertise where necessary

**Owner**

- Stewart Halliday
- Stewart Halliday and Phil Davids
- Stewart Halliday

**Actions**

- Review of training requirements for programme staff
- Initiate internal training courses in lean methodology for CYC staff.
- Development of an in-house business analysis essentials course.

**Target Date**

**Revised Date**

- 21/07/2010
- 01/09/2010
- 30/09/2010

**Programme - Non-achievement of identified savings**

Risk Owner: Ian Floyd

**High**

**19**

Cause *Risk that identified savings may not be achieved as a result of ineffective or inadequate programme management, benefits realisation and monitoring.*

Consequence *Not achieving target efficiencies could result in an adverse effect on operational budgets.*

**Controls**

- Constant monitoring of workstream progress
- Early capture of risks and issues
- Escalation of issues to programme management
- Budget realisation monitoring
- Clear escalation route for savings issues
- Clear savings sign-off process

**Owner**

- Programme Office and Ross Brc
- Chris May
- Phil Davidson
- Ross Brown
- Ross Brown
- Ross Brown

**Actions**

- Regular review of at risk savings
- Review of programme issue log
- Updated savings profiles produced fortnightly
- Review of work to identify further stretch savings

**Target Date**

**Revised Date**

- 16/07/2010
- 16/07/2010
- 23/07/2010
- 26/07/2010

## Programme - Cultural resistance to changes proposed by the programme

Risk Owner: Stewart Halliday

High

19

Cause The programme may encounter cultural resistance to change in business areas.

Consequence This may impact the effectiveness of the programme - delaying changes and impacting the realisation of identified benefits.

### Controls

Programme of organisational culture change initiated throughout CYC  
Yoreka - staff suggestion scheme  
Engagement strategy incorporating leadership teams, members and staff

### Owner

Charlotte Jennings  
Charlotte Jennings  
Charlotte Jennings

### Actions

Introduction of a Staff Suggestion Scheme - initially introduced on paper

01/06/2010

### Revised Date

Yoreka - CMT sign-off on plan to broaden scheme to serve as a vehicle for all internal staff communications

30/07/2010

Yoreka directorate champions to be appointed

30/08/2010

Planning for staff events

30/09/2010

## HR - HR and Payroll System efficiency targets may not be achieved

Risk Owner: Angela Wilkinson

High

18

Cause Possible further delay to the HR and Payroll System implementation.

Consequence This may make it difficult to achieve the efficiencies associated with improved payroll processing.

### Controls

Timely delivery of the Midland contract.  
Ensure that the Midland contract allows for future efficiencies to be made.

### Owner

Will Boardman  
Will Boardman

### Actions

Resolve outstanding contract clauses

### Target Date

16/07/2010

### Revised Date

## Neighbourhood Services - ineffective communication of Waste Round changes

Risk Owner: Dave Atkinson / NS DMT

High

18

Cause Risk that changes to waste rounds are not handled or communicated in an appropriate way due to inadequate communications planning and monitoring.

Consequence Inappropriate handling and communication of changes could lead to a potential problem with staff and customers.

### Controls

Ensure sensitivity in the communication of the changes in rounds and terms and  
Clear communications with customers  
Weekly meetings with refuse crews

### Owner

Dave Atkinson  
Dave Atkinson  
Waste Services Manager

### Actions

Targeted communications campaign

### Target Date

30/09/2010

### Revised Date

Quality assurance user groups

30/09/2010

## Programme - Ineffective communications with staff

Risk Owner: Stewart Halliday

Medium

14

Cause *Failure to communicate effectively to staff impacted by the programme due to limited or ineffective communications plans, procedures and monitoring.*

Consequence *Ineffective communications may cause an adverse effect on staff morale and thereby reduce the programme's ability to achieve the identified savings and efficiency targets.*

### Controls

Workstream communication plans  
Regular weekly or fortnightly staff updates  
Programme Communications Group  
Regular Comms updates to CMT  
Ongoing union engagement at programme level  
Ongoing close union involvement at Directorate level

### Owner

Charlotte Jennings  
More for York workstream leads  
Charlotte Jennings  
Charlotte Jennings  
Stewart Halliday  
More for York workstream leads

### Actions

Workstream comms plans transferred to consistent template  
Approval for new comms governance arrangements by CMT  
Re-draft of the programme communications plan  
Next communications update to CMT  
More for York newsletter to be distributed to all staff

### Target Date

### Revised Date

09/07/2010  
30/07/2010  
06/08/2010  
06/08/2010  
31/08/2010

## KCR 0018 Impact of an Ageing Population

Corporate Lead Pete Dwyer

*This is a long term piece of work which has been initiated by a scoping report to CMT. The next stage is to set up agreed actions for 10/11 and beyond following a workshop with senior managers across the council and an appraisal of the key issues.*

### ACE - Adults

#### Increasing social care support costs

Risk Owner: Graham Terry

High

20

Cause *If we do not involve older people in the design and delivery of services such as health, social care, housing and other services and deliver the changes required to manage demand and create efficiencies/savings.*

Consequence *The rising demographic for social care support projections show that the costs could increase by £12m by 2020. This would happen if the council does not respond and change the way it delivers its services. We will lose the opportunity to have an inclusive design that supports older people's quality of life in the city.*

#### Actions

Target Date

Revised Date

Enter into a more formal partnership with York Older People's Assembly

31/10/2010

#### Inability to understand and respond to the demands of an Ageing Population

Risk Owner: Graham Terry

High

18

Cause *If the Ageing Population Review fails to be given the necessary priority corporately, including required resources for it to be carried out during 2010.*

Consequence *We may not understand the extent and scale of the changes required to be made to our services to meet the ageing populations changing demands. This could lead to reputational damage and affect our CAA rating, especially if older people become disengaged with the council and broader social issues.*

#### Controls

Prioritisation of work following CLG and support from the Chief Executive

Owner

Graham Terry

#### Actions

Target Date

Revised Date

Consultation with stakeholders to formulate corporate action plan

31/10/2010

## KCR 0019 Safeguarding

Corporate Lead Pete Dwyer

*Ensuring that our children and young people in the city are safe and protected has to be a key priority for any authority. This involves not simply ensuring effective interventions into family life but the creation of protective arenas of safety which for example include safe recruitment practice. The individual, organisational and reputational implications of ineffective safeguarding practice are acute*

### Adults, Children & Education

#### Serious injury or death occurs where there is or should have been some safeguarding involvement

Risk Owner: Eoin Rush

Critical

22

Cause Evidence that multi agency procedures were not properly implemented

Consequence Serious case review which would put into the public domain the short comings of any services that were involved

#### Controls

Monitoring of referral arrangements

Safeguarding Children Board Professional Practice Monitoring Group establish

Review of local Authority referral assessment arrangements

Implementation of comprehensive safeguarding children training programme

Routine Case File Auditing

#### Owner

Eoin Rush

Eoin Rush

Eoin Rush

Eoin Rush

Eoin Rush

#### Inability to retain and support experienced safeguarding practitioners in front line social care teams

Risk Owner: Eoin Rush

High

18

Cause This can result because the job is becoming less attractive.

Consequence This can result in inexperienced/agency staff being used who don't have the same level of experience or expertise, or level of commitment.

#### Controls

Substantial workforce development programme

Comprehensive Service Structure review to ensure resilience and flexibility of w

#### Owner

Eoin Rush

Eoin Rush

#### Schools and other childcare settings do not provide arenas of safety

Risk Owner: Eoin Rush

High

18

Cause If the Safeguarding Board does not provide adequate and sufficient support and advice to these institutions.

Consequence Children and young people may be put at risk and are not identified and brought to the attention of social care teams.

#### Controls

Advice and support provided by the Safeguarding Children Board

Dedicated post to provide support and advice about safeguarding issues

#### Owner

Eoin Rush

Eoin Rush

## KCR 0022 Financial Pressures

Corporate Lead Ian Floyd

*Reductions of approximately 25% in government department budgets are expected over the next 4 years. The Council needs a structured and strategic approach to deliver savings through the more for york programme to ensure that any change to service provision is aligned to the Council's key priorities.*

### Customer & Business Support Services

#### Inability to achieve funding reduction savings for 2010/11

Risk Owner: Keith Best

High

19

Cause 2010/11 in year budget reductions totaling £3.16m announced in June may not be achievable at such short notice because some spend is already committed or budgets relate to statutory services

Consequence This could result in a 2010/11 overspend.

#### Controls

Identify budget reductions at the earliest opportunity

#### Owner

Keith Best

Regular monitoring of the financial position through in year monitoring

Keith Best

#### Requirement to reduce budgets by approximately 25% over the next 4 years

Risk Owner: Keith Best

High

19

Cause Reductions of approximately 25% in government department budgets are expected over the next 4 years

Consequence The council may have to reduce or stop service provision for non statutory services or increase eligibility criteria for statutory services

#### Controls

Long term financial planning to identify funding gaps

#### Owner

Keith Best

Identify savings required

Keith Best

Initiate targeted service reviews delivered through the More for York programme

Keith Best

Promote a challenge system amongst officers to identify savings or areas for re

Keith Best

#### Insufficient time to take action to reduce budgets in a strategic and targeted method

Risk Owner: Keith Best

High

19

Cause A funding reduction in excess of the current forecast could result in insufficient time to take action to reduce budgets in a strategic and targeted method

Consequence This could result in an additional untargeted blanket % cut across all services if not properly planned as well as service provision which is not aligned to corporate priorities

#### Controls

Long term financial planning to identify funding gaps

#### Owner

Keith Best

Identify potential savings in excess of current target

Keith Best

Medium term planning based on modeling and sensitivity analysis updated on a

Keith Best

## Savings identified beyond 2011/12 are not achieved

Risk Owner: Keith Best

High

19

Cause Some service specific savings proposals may be politically sensitive and alternative savings may need to be identified or the savings are not achieved according to More for York programme timetable

Consequence This could result in an additional untargeted blanket % cut across all services if not properly planned as well as service provision which is not aligned to corporate priorities

### Controls

Regular communication and consultation  
Regular monitoring of progress by More for York programme  
Identify potential savings in excess of current target

### Owner

Keith Best  
Keith Best  
Keith Best

## Customer & Business Support Services

### Corporate Finance

## Increase in the value of employer's contribution to LGPS due to effects of economic downturn

Risk Owner: Louise Dixon

Medium

13

Cause A fall in investment returns due to the volatility of the market due to the credit crunch. This could take effect from 1st April 2011.

Consequence At a rough estimate, a 1% increase in the contribution rate is upwards of £700k p.a. so there could be some substantial costs to meet at a time when government funding and council tax income are both under pressure. The Fund's actuary has estimated that an increase of 1-2% per annum may be required over the 3 year period from 2011/12, although the government may "relax" current valuation methodology to lessen the impact.

### Controls

Increase in employer contributions built in to 2010-11 Medium Term Financial P

### Owner

Louise Dixon

## City Strategy

### City Development and Transport

## Reduced levels of economic development due to less investment of national & regional transport infrastructure

Risk Owner: Richard Wood

High

19

Cause The financial impact of the economic downturn will almost certainly result in a reduction in investment in regional and national air services, rail network and long distance buses.

Consequence This could mean that there is less investment available for supporting infrastructure affecting the future economic prosperity of the city.

### Controls

Lobbying for sustainable levels of investment and funding  
Review policy setting  
Access York Phase 1 Dft Funding through RTB  
A19 Roundabout Extension, funding from RTB Top-up  
Cycling City Dft funding through Cycle England  
Access York Phase 2 DaST Connectivity Study with Leeds City Region  
LTP 3 Consultation

### Owner

Richard Wood  
Richard Wood  
Richard Wood  
Richard Wood  
Richard Wood  
Richard Wood  
Richard Wood