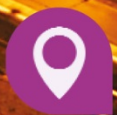




# Appendix A – Strategic Risk Register @ February 2017



**Stronger  
Economy**



**Stronger  
Communities**



**Stronger  
Organisation**

# Profile of current strategic risks


Red 22


Amber 1, 3, 4, 7, 8, 9, 14, 15, 21, 22, 23, 24

The following are the reported strategic risks that are currently/ were previously assessed as high/medium (10 +) that the Council faces in delivering its corporate priorities


Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment
2 01/14	<b>Skills for Work</b> If the city residents do not have the appropriate skills that employers require then they will be unable to access the jobs and opportunities available resulting in high rates of unemployment and increased demand on Council services.  Risk owner: Tim Johnson (Keren Jones) Cabinet Member: Cllr John Reynolds	15 Red	N/A	N/A Transferred to risk 22	N/A	This risk has been reviewed and combined with risk 10 to create risk 22 – Skills for Work and Economic Inclusion.



Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment																																											
4 01/14	<p><b>Medium Term Financial Strategy</b></p> <p>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td>12</td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3				12		2						1							1	2	3	4	5	Impact						12 Amber		12 Amber	8* Amber On-going	<p>The MTFS 2016/17 to 2019/20 was presented to full Council in March 2016. The report detailed the following matters:</p> <ul style="list-style-type: none"><li>A balanced budget for 2016/17 which did not necessitate the use of contingency reserves.</li><li>Savings of £54.6 million which need to be identified for the three-year period from 2017/18 to 2019/20 to address the projected budget deficit.</li></ul> <p>On 19 October 2016 Cabinet approved that:</p> <ul style="list-style-type: none"><li>Budget reduction and income generation proposals amounting to £13.5 million in 2017/18 proceed to the formal consultation and scrutiny stages of the budget process.</li><li>That Financial Transaction and Base Budget Revisions totalling a net reduction of £10.0 million in 2017/18 be incorporated into the 2017/18 draft budget.</li></ul> <p>Cabinet also approved a number of changes to items in the MTFS. As a result of the recommendations approved by Cabinet the Council is projected to be able to set a balanced budget for 2017/18.</p> <p>Following the Local Government Finance Settlement and completion of detailed budget work, a final budget report was presented to Cabinet on 22 February 2017 it is noted that:</p> <ul style="list-style-type: none"><li>The budget is in balance for 2017/18 without the use of general reserves.</li><li>Further savings of £14.8 million will need to be identified for 2018/19 and another £5.6 million for 2019/20.</li></ul> <p>The Revenue Budget Monitoring 2016/17 report to Cabinet on 6 December 2016 noted that the projected outturn for the General Fund for 2016/17 is on target to achieve a net balanced position. This reflects the delivery of in year budget reduction and income generation targets.</p>
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7 01/14	<p><b>Safeguarding</b></p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Val Gibson and Cllr Sandra Samuels</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td>10</td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5	Impact						10 Amber		10 Amber	5 Amber Following the Ofsted inspection	<p>This risk continues to be overseen by the children's and adult's local safeguarding boards. Since last reported, the following is noted:</p> <ul style="list-style-type: none"><li>An interim safeguarding board manager was recruited at the start of January 2017 and alongside the current Safeguarding Manager for Adults is responsible for delivering the joint board infrastructure. Both safeguarding boards formally agreed to the establishment of a joint Board Manager role in December 2016. Subject to job evaluation this post will be advertised at the end February 2017, there has been some delay due to the Ofsted inspection.</li><li>The Deprivation of Liberty Safeguards (DoLs) team has been strengthened and an agreement is in place to commission an external organisation to eliminate the outstanding assessments. According to figures obtained from the regional DoLs forum Wolverhampton's outstanding assessments continue to be the second lowest of nine West Midland regional authorities.</li><li>The Children's Safeguarding Board continues to oversee the work of the MASH, this area of work will now be included within the safeguarding board's performance dashboard. Regular MASH updates are shared with the safeguarding board by the chair of the Strategic Mash Board.</li><li>Face to face CSE training is on-going and is starting to produce positive outcomes as the identification of CSE victims continues to rise. A problem profile has now been completed and this will be approved by the SEMT Committee on 7 February 2017.</li><li>The service continues to drive forward the embedding of the children care home provider's forum and lead on the championing Children Affected by Parental Imprisonment (CAPI) agenda. As a result of serious case review findings and social work activity a multi-agency intergenerational abuse group has been formed to ensure Wolverhampton can demonstrate a preventative approach to these difficult situations.</li></ul> <p>This risk will be reviewed again following the completion of the current Ofsted inspection.</p>
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10 01/14	<p><b>Economic Inclusion</b></p> <p>If the Council and its partners do not work effectively together to promote and enable growth then the risk of economic exclusion will materialise and demand for Council services will continue to increase.</p> <p>Risk owner: Tim Johnson (Keren Jones)</p> <p>Cabinet Member: Cllr John Reynolds</p>	12 Amber	N/A	N/A Transferred to risk 22	N/A	This risk has been reviewed and combined with risk 2 to create risk 22 – Skills for Work and Economic Inclusion.

Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment																																											
21 11/16	<p><b>Transforming Adult Social Care (TASC) programme</b></p> <p>If the Council does not have robust management and governance arrangements in place for the Transforming Adult Social Care Programme then it may be unable to effectively manage demand and deliver the targets of the significant savings challenge the service needs to make as part of the MTFS.</p> <p>Risk owner: Linda Sanders (David Watts)</p> <p>Cabinet Member: Cllr Sandra Samuels OBE</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td>12</td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3				12		2						1							1	2	3	4	5	Impact						12 Amber		12 Amber	8 Amber On-going	<p>A programme governance structure exists and is supported by project resources which are in place until the end of the current MTFS period (31 March 2019). Programme highlights have included:</p> <ul style="list-style-type: none"><li>The successful and safe closures of 3 of the Cities in-house residential care sites resulting in the achievement of £2.3m of savings identified in the MTFS for 2016/17.</li><li>The join up of the Council's CareLink and Telecare Team to realise a new, more efficient Wolverhampton Telecare Service – which has resulted in a significant increase in take up from residents in the City. This benefit has the potential to lead to longer term cost avoidance as a result of delayed and/or reduced levels of admission to residential/nursing accommodation.</li><li>Projected delivery of savings for 2016/17 and 2017/18 in line with the Promoting Independence business case – with development and wider rollout of improved local social work approaches also underway.</li><li>An increase in the use of the home based re-ablement service through more efficient use of the service and reduced lengths of stay.</li><li>The pilot implementation of a new shared Health/Social Care data system which will enable the organisation to identify trends and pathways through from Health issues to care and support needs – providing improved evidence to inform evidence based commissioning and care planning decisions alongside more intelligent risk stratification.</li><li>The redesign of the Adult Disability and Mental Health transformation projects into a single 'supporting life choices' initiative'. Key objectives will be to develop improved ways of working, to provide more person centred support outcomes for adults with disabilities, and to deliver more cost effective solutions.</li><li>Working alongside iMPower to identify key methods of reducing demand in the service – focusing on Improving Hospital Pathways, and the development of a strong, prevention focused community offer.</li></ul>
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22 01/17	<p><b>Skills for Work and Economic Inclusion</b></p> <p>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for Council Services.</p> <p>Risk owner: Tim Johnson (Keren Jones) Cabinet Member: Cllr John Reynolds</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td>15</td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact						N/A	N/A	15 Red	10 Amber  Completion of the Skills and Employment Action Plan	<p>The actions outlined below are all key components of the Skills and Employment Action Plan, the majority of which is due to be completed by 31 March 2017.</p> <ul style="list-style-type: none"><li>• Work Box has been developed as an information, advice and guidance tool. The Digital Transformation Programme is currently developing the interactive Work Box site. The site will be launched to the public when the interactivity is available during June 2017. In the interim, further content around market sectors is being developed alongside on-going consultation with various stakeholders.</li><li>• Over 2000 people attended the last Jobs fair on 9 September 2016 at the Molineux. 1500 jobs were available on the day. Royal Mail offered 400 interviews and we estimate that as a result of the jobs fair, 400 local people gained employment.</li><li>• Cabinet have approved the allocation of resources to a joint Council/DWP project ‘Wolves@Work’. The project will provide, work coaches to broker Wolverhampton residents into jobs and employer work coaches who will work with employers to identify work placement, apprenticeship and job opportunities, whilst also supporting the employer and job seeker to sustain employment and progress. Both CWC and employer work coaches are currently being recruited. The wolves@work employer launch was held on 25 January 2017, 29 businesses attended, 20 have signed the ‘Wolves@Work pledge and another five are currently being followed up.</li><li>• The ESF and YEI funded Impact project has engaged with 632 young people not in Employment Education and Training (NEET), 412 have received customised support and 78 have moved into employment, education or training. The project is currently ahead of profile.</li><li>• The One City Skills conference on 30 November 2016 was very successful. As a result of the event, 15 organisations signed up to be part of the Work Box when it is launched. 100% of delegates responded to say they were satisfied with the event. Conference outcomes will help to shape future developments in the city.</li></ul>
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23 01/17	<p><b>Cyber Security</b></p> <p>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.</p> <p>Risk owner: Andy Hoare Cabinet Member: Cllr Milkinderpal Jaspal</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>4</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>3</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>2</td><td></td><td></td><td></td><td></td><td>10</td></tr> <tr> <td>1</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr> <td></td><td colspan="5">Impact</td><td></td></tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5		Impact						N/A	N/A	10 Amber	10 Amber On-going	<p>The level of this risk will vary throughout the course of a year, due mainly to external factors, which may potentially heighten the types and intensity of attacks, the impact those attacks have had on other organisations and the publicity regarding those attacks. It is envisaged that the impact of a cyber-security failure is always going to be '5' and that the likelihood will vary dependant on the factors described above.</p> <p>Maintaining robust, secure and up-to-date technology defences is the first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. Regular independent testing of the cyber security technical defences provides assurance that the defences are appropriate and identifies vulnerabilities that need to be addressed.</p> <p>Information Security and Cyber-Security policies identify the good practices that need to be adopted by the Council. These, along with other HR policies, are regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities.</p> <p>Employee awareness of potential threats and good working practices, through mandatory and associated training continue to enhance the understanding of cyber security and good working practices, helping to minimise the opportunities. Exercises such as the trial use of Metacompliance's MetaPhish software which targeted 200 employees are undertaken in order to identify areas where additional training may be required.</p>
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24 01/17	<p><b>Maximising Benefits from West Midlands Combined Authority</b></p> <p>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>4</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>3</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>2</td><td></td><td></td><td>6</td><td></td><td></td></tr> <tr> <td>1</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr> <td></td><td colspan="5">Impact</td><td></td></tr> </table>	Likelihood	5						4						3						2			6			1							1	2	3	4	5		Impact						N/A	N/A	6 Amber	3 Green On-going	<p>The risk score reflects the measures currently in place to manage this risk which include;</p> <ul style="list-style-type: none"> <li>Monitoring of the objectives set out in the WMCA Strategic Economic Plan (SEP), via the WMCA SEP Board, the WMCA Board and the Black Country Local Enterprise Partnership (LEP), all of which includes representation from both Council members and officers.</li> <li>The WMCA Assurance Framework that sets out how WMCA will monitor and scrutinise the achievement of its objectives and management of risk. As well as detailing the processes that will be put in place to ensure an adequate response if risks or performance are measured as unacceptable.</li> <li>Appointment of a Business Support Manager based at the Council, who will support the Managing Director in his role of WMCA Monitoring Officer and ensure that key information is reported to relevant officers and Members based at the Council.</li> <li>Representation at both member and officer level on key WMCA Boards and Committee's including the WMCA Board, the SEP Board, Audit Risk and Assurance Committee and Overview and Scrutiny Committee.</li> <li>The on-going development of effective working relationships between key Council and WMCA Officers across all directorates.</li> <li>On-going work to improve communication regarding WMCA and its activities across the Council at all levels.</li> </ul>
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- The following are/were the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.


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1 01/14	<p><b>Looked After Children (LAC)</b></p> <p>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children’s services.</p> <p>Risk owner: Linda Sanders (Emma Bennett) Cabinet Member: Cllr Val Gibson</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5	Impact						8 Amber		8 Amber	5 Amber March 2017 (Following Ofsted Inspection)
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3 01/14	<p><b>Information Governance (IG)</b></p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"><li>that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998;</li><li>compliance with the Freedom of Information Act and Environmental Information Regulations</li></ul> <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O’ Keefe Cabinet Member: Cllr Milkinderpal Jaspal</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5	Impact						8 Amber		8 Amber	4* Amber On-going
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8 01/14	<p><b>Business Continuity Management (BCM)</b></p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Paul Sweet</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5	Impact						8 Amber		8 Amber	8* Amber
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9 01/14	<p><b>City Centre Regeneration</b></p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"><li>the attraction of private sector investment</li><li>the creation of space to accommodate new businesses and economic growth</li><li>the enhancement and creation of visitor attractions</li><li>the creation of well paid employment</li><li>retention of skilled workers</li><li>the creation of residential opportunities</li><li>a functioning city centre offer that serves the residents of the City</li><li>increased prosperity and</li><li>a reduced demand on Council services</li></ul> <p>Risk owner: Tim Johnson</p> <p>Cabinet Member: Cllr John Reynolds</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5	Impact						8 Amber		8 Amber	8* Amber
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14** 01/14	<p><b>School Improvement</b></p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Julien Kramer Cabinet Member: Cllr Claire Darke</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5	Impact						5 Amber		8 Amber	5* Amber
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15 01/14	<p><b>Emergency Planning</b></p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Roger Lawrence and Cllr Paul Sweet</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2						1							1	2	3	4	5	Impact						4 Amber		4 Amber	4* Amber
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\* The target assessment for these risks remains constant as they are risks which are likely to remain at their current level over the medium term and as such these risks may not have target dates.

\*\* Further details regarding Risk 14 - School Improvement are included below as this risk was 'called-in' by the Committee at their meeting in December.

- Risk 14 – School Improvement which was ‘called-in’ by the Committee at their last meeting in December 2016.

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14 01/14	<p><b>School Improvement</b></p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Julien Kramer Cabinet Member: Cllr Claire Darke</p> <table><tr><td rowspan="6">Likelihood</td><td>5</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>4</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td colspan="7">Impact</td></tr></table>	Likelihood	5						4						3						2						1							1	2	3	4	5	Impact							<p>The risk continues to be managed by the Assistant Director (School Standards). Since last reported, the following is noted:</p> <ul style="list-style-type: none"><li>• The Wolverhampton School Improvement Strategy was reviewed during September 2016. The Strategy continues to have a positive impact on improvements and Ofsted outcomes. As of January 2017, 85% of the City’s schools were measured at good or outstanding. This is a significant improvement on 65% two years ago.</li><li>• For maintained schools the School Standards Service continues to categorise schools and provide targeted levels of challenge and intervention dependent upon each school’s category. The programme continues to receive positive feedback, with the impact clearly visible within schools.</li><li>• The School Standards Service continues to work very closely with the DfE and the Regional Schools Commissioner to monitor standards of education in academies. An annual desktop data analysis is completed in respect of all academies. Where the local authority has concerns about an academies performance it will raise them initially with the school and offer appropriate support. If the offer of support is not accepted, or if the School Standards Service deems it necessary concerns are raised directly with the Secretary of State via the Regional Schools Commissioner.</li><li>• At end of key-stage 2 in 2016 the City achieved 53% of its pupils attaining the expected level of development for their age in all three subjects (reading, writing and maths), this is in line with the national figure. Wolverhampton’s national position is 79th out of 152 Local Authorities the same position as in 2015. We are joint 1st against our statistical neighbours (Sandwell, Coventry, Nottingham, Walsall, Derby, Birmingham, Peterborough, Southampton, Sheffield and Stoke-on-Trent) and 2nd in the West Midlands region.</li><li>• A new secondary school accountability system was implemented in 2016. Accountability measures for schools from 2016 are: Attainment 8, Progress 8, Attainment in English and Maths (A*- C), and English Baccalaureate (EBacc) entry and achievement.</li><li>• Attainment 8 - measures the average achievement of pupils in up to 8 qualifications, 47% of pupils achieved the attainment 8 (A8) standard compared to 48% nationally. Wolverhampton’s national position is 127th out of 152 Local Authorities. We are 5th against our statistical neighbours and 6th in the region.</li><li>• Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4, Progress 8 is a relative measure; therefore, the national average Progress 8 score for mainstream schools is zero. Average progress for Wolverhampton pupils between Key Stage 2 and Key Stage 4 was -0.14 Wolverhampton’s national position is 114th out of 152 Local Authorities. We are 7th against our statistical neighbours and 4th in the region.</li><li>• Attainment in Basics Measure measures percentage of pupils achieving A*-C in both English and maths. 58% of pupils achieved an A* - C grade GCSE in both English and maths compared to 59% nationally. Wolverhampton’s national position is 124th out of 152 Local Authorities. We are 4th against our statistical neighbours and 4th in the region.</li></ul>
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This report is PUBLIC [NOT PROTECTIVELY MARKED]



Risk ref	Risk title and description	Comment
		<ul style="list-style-type: none"> <li>• 52% of pupils achieved 5 or more A* - C grade GCSE's including English and maths compared to 53% nationally. Wolverhampton's national position is 123rd out of 152 Local Authorities up on the 2015 position which was 127th (up 4 places nationally). We are joint 4th against our statistical neighbours and 4th in the region.</li> <li>• The EBacc was first introduced into the performance tables in 2009/10. It measures how many pupils get an A*-C or above in core academic subjects at key stage 4. The EBacc is made up of English, maths, science, a language, and history or geography. It should be noted that many of the schools in Wolverhampton do not teach a compliant EBacc curriculum as this does not meet the needs of local young people in the main. 15% of pupils achieved the English Baccalaureate measure compared to 23% nationally. Wolverhampton's national position is 143rd out of 152 Local Authorities. We are joint 6th against our statistical neighbours and 6th in the region.</li> </ul>