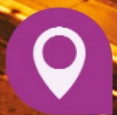


The background of the entire page is a nighttime aerial photograph of a city. In the foreground, a railway station is visible, featuring a large, modern building with a curved glass facade that is brightly lit from within. To the right of the station, there are railway tracks and a large, dark, rectangular structure, possibly a train or a storage container. In the background, the city lights are visible, with a prominent church spire rising above the skyline. A semi-transparent olive-green box is overlaid on the top left of the image, containing the title text.

Appendix A – Strategic Risk Register @ June 2017



**Stronger
Economy**



**Stronger
Communities**



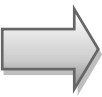
**Stronger
Organisation**

Profile of current strategic risks


Red 23


Amber 1,3,4,7,8,9,14,15,21,22,24,25,26


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 (Feb 2017)	Direction of travel	Current score (June 2017)	Target score and date	Comment																																												
4 01/14	<p>Medium Term Financial Strategy</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 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>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></td><td colspan="5">Impact</td><td></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>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"> The budget is in balance for 2017/18 without the use of general reserves. Further savings of £14.8 million will need to be identified for 2018/19 and another £5.6 million for 2019/20. <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> <p>A report regarding the outturn for 2016/17 is due to be submitted to Cabinet on 19 July, full details with regards to the outturn will be provided to Committee at their next meeting.</p>
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This report is PUBLIC [NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Previous score (Feb 2017)	Direction of travel	Current score (June 2017)	Target score and date	Comment																																											
7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Val Gibson and 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></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						10 Amber		8 Amber	5 Amber March 2018	<p>An action plan has been established to implement the recommendations made in Ofsted's inspection of the Local Safeguarding Children's Board. Despite the 'requires improvement' rating given by Ofsted it should be noted that the areas for development are related to Governance and there is no suggestion that the Board does not have oversight of their safeguarding responsibilities. Following the inspection, the following is noted:</p> <ul style="list-style-type: none">The Board's data set has been reviewed, early help and looked after children's data has been incorporated to provide a wider source of information.The multi-agency audit schedule has been extended to include all activity across the partnership.The Board's training strategy has now been implemented. It is noted that the strategy was in draft form at the point of the Ofsted inspection.The Board's risk register has been reviewed and revised. <p>Other areas of note since last reported are as follows:</p> <ul style="list-style-type: none">An interim joint (children's and adults) Board Manager is currently in post. The permanent appointment of an experienced Board Manager has now been finalised and they are due to start work at the end of August 2017. One of their roles will be to review and standardise governance arrangements across both the adult's and children's Boards.The contract for the independent chair of the Children's Board is due to expire in August 2017. The Council's Managing Director is progressing with the recruitment process to appoint a new chair.An external organisation has now been commissioned to eliminate Wolverhampton's outstanding deprivation of liberty assessments and a rota for the completion of assessments has been agreed. <p>The reduction in this risk score reflects progress made in this area. The risk score will be reviewed again once the recommendations made in the Ofsted report have been implemented.</p>
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21 11/16	<p>Transforming Adult Social Care (TASC) programme</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	<p>In the past year the TASC programme has supported the delivery of a wide range of initiatives to realise the aims and objectives within the Corporate Plan. Programme highlights not previously reported have included:</p> <ul style="list-style-type: none">The Promoting Independence Team who have reduced the level of outstanding community based care and support reviews for over 65's to nearly zero. They have completed over 740 outstanding reviews, focusing on the promotion of independence through joint working with occupational therapy services and identifying opportunities to introduce telecare and re-ablement where appropriate. This project delivered estimated savings of £300,000 during 20016/17, resulting in a full year budget reduction of over £670,000. The team have developed a positive approach that recognises a person's strengths and assets, leading to them being nominated for Adult Services' Team of the Year at the National Social Work Awards.Adult Disability and Mental Health Transformation projects delivered over £1m of savings during 20016/17. Savings were achieved through a combination of tenancy type negotiations with providers, negotiations regarding health funding and supporting people with disabilities to gain independence in supported living settings.The roll out of mobile technology to social work staff is enabling smarter working and allowing useful information to be shared with customers in their homes. By September 2017, all staff in adult social care settings will have access to new IT equipment to help them work more flexibly.A partnership project with the local CCG and data integration specialists Pi Ltd is developing a system (Pi Care and Health) that is enabling analysis of data from across the health and social care system, providing evidence to support a more intuitive service design and ultimately deliver better outcomes for people using both health and adult social care services.A pilot project managing demand for care and support at the 'front door' in the Council's customer contact centre has resulted in the avoidance of inappropriate referrals to social work teams and has provided customers with relevant information quickly and efficiently.
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22 01/17	<p>Skills for Work and Economic Inclusion</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)</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></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						15 Red		10 Amber	5 Amber March 2018	<p>The reduction in the risk score reflects progress made in this area and the completion of the majority of the Skills and Employment Action Plan. Since last reported the following is noted:</p> <ul style="list-style-type: none">The Work Box is due to go live on 29 June 2017. The launch was delayed slightly due to staffing changes within ICTS and ‘purdah’ which prevented the launch before the general election. 80 pages of high quality web content have now been developed and work on CRM functions is ongoing. At the time of reporting 60 organisations had signed up to be a part of the Work Box.The Wolves@Work programme is ongoing, the programme aims to get 3,000 people (including 1,000 young people) into sustained employment over a three-year period. 1,234 people have now registered on the programme, to date the programme has successfully supported 428 people into work and 82 people into work experience. 94 employers have now signed the pledge and agreed to be part of the programme.The city apprenticeships group has been set up in response to the low take-up of apprenticeships in the city. It includes all major partners and providers in delivery including the college, university as well as representation from the many private training providers. Priorities for 2017/18 are;<ul style="list-style-type: none">Stimulating increased employer engagement – through city-wide marketing campaigns and employer support.Ensuring that the apprenticeship offer meets the needs of Wolverhampton – by increasing the numbers and range of higher/degree level opportunities and supporting key employment sectors.Promoting the apprenticeship pathway – through improved information, advice, guidance and support for under-represented groups and young people.Ensuring apprenticeships are of the highest quality – by supporting employers with developing and implementing appropriate standards and support.
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23 01/17	<p>Cyber Security</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>15</td></tr> <tr> <td>2</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>1</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr> <td></td><td colspan="5">Impact</td><td></td></tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5		Impact						10 Amber		15 Red	10 Amber December 2017 (providing no further cyber incidents)	<p>The level of this risk has increased to take into account the recent world-wide WannaCry RansomeWare cyber-attack which significantly disrupted the NHS and the likelihood that further attacks could be imminent. As a result of the recent cyber-attack a number of long and short-term steps were taken to protect the Council's systems, these included;</p> <ul style="list-style-type: none"> All links to the NHS were severed for the duration of the attack to prevent the spread of the virus to Council systems. Prior to re-establishing these links the Royal Wolverhampton NHS Trust were asked to evidence what steps had been taken to prevent further attacks. These actions were reviewed and approved prior to the connection being re-established. The Council's firewall was switched to 'advanced detection mode' to enable additional filtering and ensure unauthorised access to the network was blocked. This tends to be a short-term measure used for specific periods of time because of the effect on performance. 'Safelinks in Office 365' was enabled. Safelinks identifies and highlights potential malicious links within emails to prevent individuals from clicking on them. This software also enables ICT to monitor incoming emails and identify individuals being targeted so that additional training and support can be provided where required. The introduction of this software was brought forward in response to the cyber-attack. Patching levels on all servers were reviewed. Microsoft patches are normally introduced to a test group fortnightly and then deployed across the network at least monthly. A full anti-virus scan across the Council's entire ICT estate was initiated. <p>Maintaining robust, secure and up-to-date technology defences continues to be the Council's first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. System back-up's continue to be undertaken in accordance with agreed time-tables and practise restores to the Council's non-production area are ongoing to ensure that back-ups have been undertaken correctly and can be restored.</p>
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27 06/17	<p>Safety concerns around the City's tower blocks</p> <p>Following the recent tragic events at Grenfell Tower in London, there is an urgent need for the Council to ensure that the tower blocks in the City do not face the same risks, and that tenants can be assured on this.</p> <p>Risk Owner: Lesley Roberts Cabinet Member: Cllr Peter Bilson</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	5 Green July 2017	<p>Wolverhampton has 36 residential tower blocks ranging from 9 – 23 stories high which are managed by Wolverhampton Homes. Six of the thirty-six tower blocks have a screen type cladding which is not the same as the cladding at Grenfell Tower, checks have confirmed the cladding on all six blocks passes 'flammable tests'. Further on-site tests are due to be undertaken shortly with specialist contractors to confirm that installation provides necessary fire breaks. Wolverhampton Homes have a very strict Health and Safety regime in respect of fire safety, the main elements of which are as follows:</p> <ul style="list-style-type: none"> Daily fire checks in all blocks. Fire risk-assessments undertaken every 12-months with action plans for any issues identified. Fire retardant paint in communal areas to prevent the spread of fire. Dry and wet risers in place which are regularly checked. Smoke alarms in every flat. Periodic checks that 'fire stopping' is in place. All incidences of fire are reported to and considered by Wolverhampton Homes. Regular fire safety committee meetings are held and attended by the Director of Operations and other senior officers. <p>All tower block residents have been issued with a message reassuring them of the fire safety measures in place. Details have also been provided on the Wolverhampton Homes web-site. This includes fire-safety advice from the Fire Service which is for tenants to stay put in their flats until they are asked to leave by fire service personnel or unless the fire is in their own flat. This advice is on the basis that tower blocks have been built to withstand fire for a period of time and avoids the danger of a mass evacuation down a single stair-well. A joint visit by Council / Wolverhampton Homes staff and the Fire Service was undertaken at the tower-blocks in Graisleigh and Heath Town on 19 and 20 June to advise residents about fire prevention, offer support and answer any concerns from tenants.</p> <p>In conjunction with the Fire Service Wolverhampton Homes are currently assessing emergency vehicle access at all tower blocks, the results of these assessments will be acted on as a matter of urgency.</p>
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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>Looked After Children (LAC)</p> <p>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children’s services.</p> <p>Risk owner: Linda Sanders (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></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						8 Amber		5 Amber	5 Amber Target achieved
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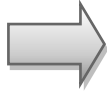
Risk ref	Risk title and description	Previous score (Feb 2017)	Direction of travel	Current score (June 2017)	Target score and date																																											
3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none">that the handling and protection of its data is undertaken in a secure manner and consistent with both the provisions of the Data Protection Act 1998 and the General Data Protection Regulation (GDPR) which comes into force during May 2018;compliance with the Freedom of Information Act and Environmental Information Regulations; <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O' Keefe 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 May 2018
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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: 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>City Centre Regeneration</p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none">the attraction of private sector investmentthe creation of space to accommodate new businesses and economic growththe enhancement and creation of visitor attractionsthe creation of well paid employmentretention of skilled workersthe creation of residential opportunitiesa functioning city centre offer that serves the residents of the Cityincreased prosperity anda reduced demand on Council services <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	4 Amber April 2018
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14 01/14	<p>School Improvement</p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools 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: Linda Sanders 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						8 Amber		8 Amber	5 Amber 90% schools @ good or above
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15 01/14	<p>Emergency Planning</p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of a major incident. Failure to train sufficient numbers of staff to undertake the roles in our plans that assist our residents in emergencies and protect the council's reputation from damage. Failure to audit the emergency response plans and capabilities of third party organisations that deliver statutory services on behalf of the council.</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>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						4 Amber		8 Amber	4 Amber April 2018
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24 01/17	<p>Maximising Benefits from West Midlands Combined Authority</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><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 colspan="6">Impact</td></tr></table>	Likelihood	5						4						3						2			6			1							1	2	3	4	5	Impact						6 Amber		6 Amber	3 Green December 2017
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25 03/17	<p>Payment Card Industry Data Security Standard</p> <p>If the Council does not put in place appropriate systems, procedures and technologies to ensure agent-led telephone payments are compliant with the Payment Card Industry Data Security Standard, there is a risk of data breaches which may result in regulatory action, financial penalties and reputational damage.</p> <p>Risk owner: Mark Taylor 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></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						N/A	N/A	8 Amber	4 Amber April 2018
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26 05/17	<p>Community Cohesion</p> <p>There is a risk of an escalation in community tensions in response to external influences i.e. terrorism, national policy changes e.g. Brexit and national events such as riots.</p> <p>Risk owner: Linda Sanders 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						N/A	N/A	8 Amber	4 Amber December 2017 (provided no further instances)
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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.