



Appendix 1 – Strategic Risk Register


February 2019

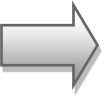



- The following are the reported strategic risks that are currently assessed as high/medium (10 +) that the Council faces in delivering its corporate priorities.


Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	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 (MTFS) including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects such as the transformation of Adults and Children's services then revenues may be exhausted, resulting 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: Claire Nye Cabinet Member: Cllr Louise Miles</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>16</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				16		3						2						1							1	2	3	4	5	Impact						16 Red		16 Red	12* Amber On-Going	<p>The 2019-2020 Budget and Medium Term Financial Strategy 2019-2020 to 2023-2024 was presented to Cabinet on 20 February 2019 and full Council on 6 March 2019. The report detailed the following matters:</p> <ul style="list-style-type: none"> The Council's net budget requirement for 2019-2020 for the General Fund Services is £234.9 million, in the opinion of the Director of Finance (Section 151 Officer) the 2019-2020 budget estimates are robust. The Council does not require the use of general reserves in order set a balance budget for 2019-2020. A further £27.3 million needs to be identified for 2020-2021 and £40-£50 million over the medium term in order to address the projected budget deficit. Due to the uncertainty the Council currently faces, it is particularly challenging to establish a medium term financial strategy beyond 2019-2020, however work has been ongoing to project a forecast medium-term position. In order to project this potential deficit a number of assumptions have been made on the level of resources that will be available to the Council. However, given that Government consultations on the Reform to the Business Rates Retention Scheme and the Review of Relative Needs and Resources are currently ongoing, it is difficult to project the potential resources that will be available to the Council over the forthcoming Comprehensive Spending Review period. As a result of rolling forward the MTFS to encompass financial years from 2020-2021 to 2023-2024 assumptions have been made about the forecast levels of budget growth linked to the demography of Wolverhampton. The overall level of risk associated with the Medium-Term Financial Strategy 2019-2020 to 2023-2024 is assessed as red. Work to develop budget reductions and income generation proposals for 2020-2021 onwards in line with the Five Year Financial Strategy is ongoing, progress on this work will be reported to Cabinet in July 2019.
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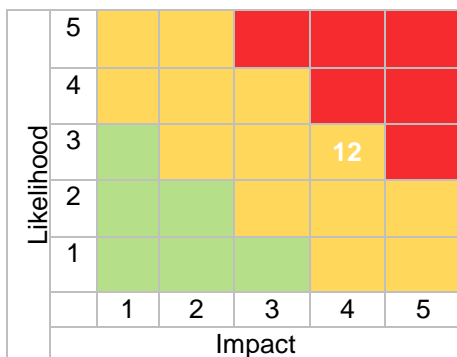
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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: John Denley Cabinet Member: Cllr Hazel Malcolm</p> <table border="1" data-bbox="219 647 672 997"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000;"></td> <td style="background-color: #ff0000;"></td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>4</td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000; text-align: center;">16</td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4				16		3						2						1								1	2	3	4	5			Impact					12 Amber		16 Red	8 Amber <small>Until new arrangements are in place and embedded</small>	<p>This risk has been temporarily increased to red, due to the ongoing uncertainties over Brexit as reflected in risk 35 later in this register.</p> <p>As previously reported, at their meeting in April 2018 Cabinet approved plans to transfer the overall day to day management and delivery of Council's Emergency Planning and Business Continuity management service to West Midlands Fire Service (WMFS) under a Collaboration Agreement. Whilst a date for the transfer has not been agreed the Council are now actively working alongside the WMFS in preparation for the merger, whilst ensuring that there is a presence onsite in Wolverhampton at all times.</p> <p>Priority one service areas are in the process of reviewing and updating existing business continuity and emergency plans. In addition, the process for completing and reviewing continuity plans is also being reviewed to ensure that it is manageable. All legal requirements are being met and the team are now starting to hit leading practise indicators for resilience in some areas. Updates on progress against the 2018-2021 work plan continue to be provided to the Resilience Board on a quarterly basis. Since last reported, with regards to both business continuity and emergency planning it is noted:</p> <ul style="list-style-type: none"> • Work is underway to establish a new, offsite control room, with a back-up control room located at a secondary site. A location for a temporary control room has been identified and will be used whilst work on the permanent room is completed • The team were involved in the response to the recent large-scale fire incidents in the City. As per normal practise the response to each incident will be reviewed to identify any lessons learnt. • A significant amount of work is being undertaken in preparation for Brexit and in particular a no-deal Brexit. Local Resilience Forum (LRF) returns in respect of Brexit are being completed on a weekly basis, completion of these returns will increase to a daily basis closer to the Brexit deadline. The team have taken part in Brexit exercises and tactical and strategic group meetings have been scheduled. A number of drop-in workshops are taking place to assist services with the preparation of their Brexit Continuity Plans. Following completion, these plans will be analysed to identify gaps.
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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 investment the creation of space to accommodate new businesses and economic growth the enhancement and creation of visitor attractions the creation of well-paid employment retention of skilled workers the creation of residential opportunities a functioning city centre offer that serves the residents of the City a reduced demand on Council services <p>Risk owner: Richard Lawrence Cabinet Member: Cllr John Reynolds</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>12</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></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5		Impact					12 Amber		12 Amber	12* Amber On-going	<p>Risks are being managed across the City Centre programme to address the potential for delayed delivery and cost overrun. With regards to key projects the following is noted:</p> <ul style="list-style-type: none"> The i9 office development is now fully funded subject to concluding the funding agreements with Walsall as accountable body and marketing of the building to potential occupiers has begun. The main contractor has been appointed, works are due to commence in May 2019. A revised funding model has in principle been agreed with the developer and is subject to Cabinet sign-off in February 2019. This will involve the Council taking a more direct intervention to address a value gap that has come about as a result of cost inflation and the downturn in the commercial leisure sectors. Proposals to enhance key areas of public realm throughout the city as identified within the Connected Places Strategy delivery plan are progressing with Westside Link, Cleveland Boulevard and Springfield Link due for commencement in 2019. These works will seek funding from the Local Enterprise Partnership off the back of outputs secured through the associated major developments. Advanced discussions are ongoing with a high-calibre developer with regards to bringing a comprehensive residential-led mixed use scheme to Canalside South. A joint study between CWC and Canal and River Trust (with funding support from the Homes England) has been completed which will result in a phased masterplan proposal with clear routes to delivery. A design for City Learning Quarter is ongoing to meet the needs of user groups. Enabling works around land acquisition are continuing. The delivery programme is challenging and options around a phased decant for the college are being appraised. <p>Engagement with developers and investors continues across a range of sites. Feedback is very positive from investors who are becoming increasingly convinced that there is a developing momentum around the city centre.</p>
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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: John Denley Cabinet Member: Cllr Hazel Malcom</p>	12 Amber		12 Amber	8 Amber Until new arrangements are in place and embedded	For full details see risk 8 – Business Continuity above. As previously reported, at their meeting on 25 April 2018 Cabinet approved plans to transfer the overall day to day management and delivery of Council's Emergency Planning and Business Continuity management service to WMFS under a Collaboration Agreement. However, at the time of reporting a date for the transfer had not been agreed. It has been decided that the score for this risk will remain at 12 until the new arrangements are in place and become embedded.																																												
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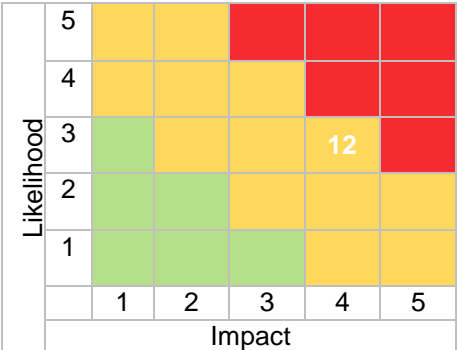

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22 01/17	<p>Skills for Work and Inclusive Growth</p> <p>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and low rates of inclusive growth will result in increased demand for council services.</p> <p>Risk owner: Meredith Teasdale Cabinet Member: Cllr Lynne Moran</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 colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5	Impact							10 Amber		10 Amber	10 Amber Ongoing	<p>Since last reported the following is noted;</p> <ul style="list-style-type: none"> www.wolvesworkbox.com launched in June 2017 as the virtual front door to skills and employment support in the city. To date (January 2019) the site has had over 322,000 unique visits and over 100 organisations are using workbox to promote their offer. Over 2,500 residents have signed up to workbox to receive information, the site includes details regarding apprenticeship opportunities in the City, health and work and employers. Wolves at Work is a joint partnership between DWP and the Council aimed at supporting 3,000 residents into sustained employment over three years. There are 30 work coaches across the two organisations. It has so far exceeded its' targets and has to date supported 3,616 local people to gain employment – around 45 percent of which are aged 18 to 29. Wolves at Work is also targeting offenders and rough sleepers. IMPACT is a Black Country wide European Social Fund, Youth Employment Initiative project that has recently had funding extended until 2021. The project aims to support young people 16 to 29 who are not in employment, education and training (NEET). Over 2400 young people have been engaged to date with over 1,150 achieving positive outcomes i.e. into training or employment. Connexions supports young people who are 14 - 19, or with Special Educational Needs who are under 25 to access education, employment or training. 93.8 % of (academic age) 16 and 17-year olds in the City were in learning, Wolverhampton is the best performing authority in the Black Country in this area. The Council have embedded a new approach to apprenticeship recruitment over the past six months, this has included a new apprenticeship pay structure, an inclusive apprenticeship process working with managers and other employment support mechanisms including Wolves at Work and the Corporate Parenting Officer. An apprentice information portal for managers is due to be launched. 10 new apprentices have been recruited into the council or are in the process of being recruited since September 2018.
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						<ul style="list-style-type: none"> The Council's Retail Revival partnership with Ebay continues, small businesses in Wolverhampton have reached sales of £1million following training and support from the Ebay team. On average retailers have reported sales increases on 41% during the three-month period that the partnership has been in place. The Council's Social Charter has now captured over 20 developments which are taking place on the city. The Charter puts in place a number of clear pathways for residents and young people in the city through employment, apprenticeships, pre - apprenticeships and school visits, as well as links to our local businesses With regards to the recent concerns with national retail chains, the Council continues to maintain regular dialogue with key stores, in the city.
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: Kevin O'Keefe Cabinet Member: Cllr Val Gibson</p>	10 Amber		12	10 Amber Ongoing – Dependent on cyber world- wide cyber incidents	<p>This risk has been increased to reflect the ever-developing nature of cyber attacks. 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-ups 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. Since last reported it is noted;</p> <ul style="list-style-type: none"> The routine patching schedule continues to ensure protection against newly discovered threats and vulnerabilities. The continued move to the cloud is being undertaken whilst ensuring minimal disruption to services. The move to the cloud is only undertaken when it is the right decision for the business, decisions to move are made on a case by case basis. Progress against the Public Services Network (PSN) action plan is ongoing, with only very minor issues still outstanding. The Council's Information Technology Health Check is due in April, with the PSN submission for this year due to be submitted in July 2019. ICT are currently trialling a product called Darktrace, which offers further functionality on firewalls and associated rules



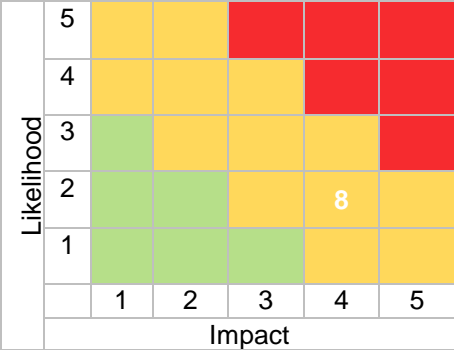

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						<p>This is still in discovery mode to see if this application can offer any further enhancement to our security measures.</p> <ul style="list-style-type: none"> • Proof of Value (POV) is currently underway for Cyber Security products, with a focus on Artificial Intelligence (AI) & Security Information & Event Management (SIEM) capabilities. The findings of this exercise will be documented during 2019. • Due to a threat in November two factor authentication has been considered for implementation across the authority on a conditional basis, which will result in additional security levels for authentication. This is still on the ICT roadmap to be implemented during the first six months of 2019. <p>A restructure is currently being undertaken in ICT, Governance and Change Management posts have been established. The Governance position will focus on ensuring all IT Governance is in place alongside existing and evolving legislation, whilst the Change Management position will be directly responsible for ensuring rigid and robust change management processes are in place.</p> <p>Information Cyber-Security policies identify the good practices that need to be adopted by the Council. These, along with other Human Resource and Information Governance policies, are regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities. Employee awareness of potential threats and good working practices, through mandatory and associated training, continue to enhance the understanding of cyber security and, help to minimise the opportunities. ICT work closely with Information Governance to maintain relations and high levels of security.</p>
29 12/17	<p>Fire Safety – Public Buildings If the Council does not have in place appropriate systems to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005 within public buildings (including schools) there is a risk of injury to members of the public and exposure to regulatory action, financial penalties and reputation damage to the Council.</p>	10 Amber		10 Amber	5 Amber Dec 2019	<p>The Council is the Responsible Person for public buildings. The named Responsible Person is now Strategic Director for Place.</p> <ul style="list-style-type: none"> • 98% of public buildings currently have a fire risk assessment (FRA). Existing FRA's have been reviewed and new FRA's commissioned where required, 90% of corporate buildings and 70% of community schools have a suitable and updated FRA. • 100% of corporate buildings and community schools should have a suitable, updated FRA by end March 2019. • FRA's identify actions required to improve fire safety, which are the responsibility of either Corporate Landlord or the Site Duty-

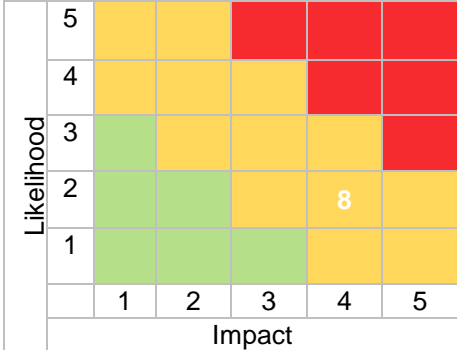
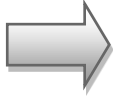
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	<p>Risk owner: Ged Lucas Cabinet Member: Cllr Peter Bilson</p> <table border="1" data-bbox="219 395 672 746"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000;"></td> <td style="background-color: #ff0000;"></td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>4</td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000;"></td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ff0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00; text-align: center;">10</td> </tr> <tr> <td>1</td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #90ee90;"></td> <td style="background-color: #ffff00;"></td> <td style="background-color: #ffff00;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1								1	2	3	4	5			Impact									<p>holder to complete. However, Corporate Landlord retain oversight of all actions in order to ensure implementation.</p> <ul style="list-style-type: none"> Corporate Landlord undertakes actions to both buildings and systems, for example maintaining and upgrading fire protection systems such as alarms and sprinklers. Sufficient resource(s) are required in terms of specialist staff to arrange works and funding to undertake the works. A fire safety expert is required in-house to enable the Council to fulfil its statutory duties, a report regarding resource requirements and a proposed compliance structure was submitted to SEB in February 2019. There is also a funding gap to undertake required fire safety works. This issue was reported to the Project Assurance Group (PAG) on 21 January 2019. The role of Site Duty-Holder was launched in June 2018. Corporate Landlord will support Site Duty-Holders in fulfilling their responsibilities, for example by arranging training for 500 fire marshals, in conjunction with Workforce Development. Corporate Landlord will undertake six monthly site audits to ensure that Site Duty-Holders are undertaking required actions. Corporate Landlord has implemented liaison arrangements for I10, I11 and will also implement arrangements for other buildings in multiple occupation. There is an elevated level of risk at the former Dudley Road School site, which is leased to Blakenhall Action Community Forum (BACF) who are currently undertaking fire safety works in the Community Centre (the Community Centre is currently the extent of their occupation) It is noted that whilst Corporate Landlord manages fire risk actions and regular ongoing checks for corporate buildings, community schools have delegated responsibilities. Schools are requested to provide a fire log return half-termly and updated copies of their FRA action plans to demonstrate that regular fire safety checks are being undertaken, along with training and review of emergency arrangements. Returns from schools are in the process of being reviewed and any outstanding returns will be escalated via the Head of School Organisation.
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Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	Target score and date	Comment
						<ul style="list-style-type: none"> Annual visits to schools are undertaken to assess fire safety arrangements and investigations are underway into safety defects in the Building School for the Future (BSF) schools.
30 01/18	<p>Civic Halls</p> <p>There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the revised Civic Halls refurbishment programme is not effectively managed in terms of project timings, costs and scope.</p> <p>Risk owner: Ged Lucas Cabinet Member: Cllr John Reynolds</p> 	16 Red		12 Amber	10* Amber Ongoing	<p>The Civic Halls project continues to make good progress against its project programme with the move into Phase 2 of the refurbishment project programmed for March 2019. Monitoring of progress is ongoing through Member Reference Group, Project Assurance Group and the Civic Halls Programme Board and an independent advisor from Equib continues to provide specialist support on this programme. An update on the Lessons Learnt report will be reported to the next Committee meeting. A report regarding the Civic Halls is due to be submitted to Cabinet Resources Panel on 6 March 2019.</p>

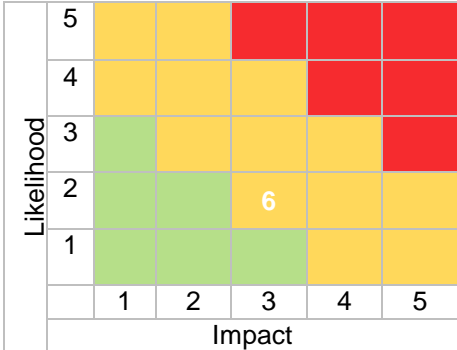

Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	Target score and date	Comment																																												
35 11/18	<p>Brexit</p> <p>There is a risk that the implications of Brexit, particularly a no-deal Brexit could have a negative impact on Council and the wider City.</p> <p>Risk owner: John Denley 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>16</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				16		3						2						1							1	2	3	4	5	Impact							16 Red		16 Red	12 Amber* Ongoing depending on external political factors	<p>Due to current levels of political uncertainty surrounding Brexit this risk continues to be assessed as red. It is envisaged that the level of risk will vary significantly between now and 29 March 2019, when the UK are scheduled to leave the European Union.</p> <p>Government funding has been allocated to the Council to assist with the costs of preparing for Brexit and work is ongoing, brief details are outlined below:</p> <ul style="list-style-type: none"> Continual monitoring of the ongoing political situation to identify and prepare for potential impacts across the Council and within the City of Wolverhampton. This includes ensuring that appropriate arrangements are in place in the event of a snap general election or, referendum. Regional work alongside partners such as the Black Country Local Economic Partnership (LEP) and West Midlands Combined Authority (WMCA) is ongoing, regular updates are provided to the City Board. The government have appointed regional lead chief executives. For the Midlands, this is Nick Page at Solihull, the Council are working collaboratively with the local authority network across the region. Resilience plans have been established, Leadership Teams are responsible for monitoring and updating plans as appropriate. The Council are awaiting the results of the Government's consultation into the UK's Shared Prosperity Fund which will replace some of the funding currently received from the EU. Work is ongoing to identify how this fund will be distributed and to ensure the Council are in a position to comply with the governance arrangements surrounding the new fund. Appropriate communication packages (both internal and external) will be developed when more information with regards to the impact of Brexit is available. <p>Regular updates on progress and details of the work being undertaken in preparation for Brexit are provided to the Strategic Executive Board (SEB). The Head of Public Service Reform will be attending the meeting to discuss this risk in more detail.</p>
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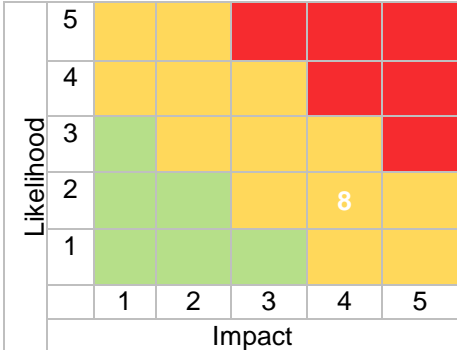

- The following are the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.


Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	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 came 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 Val Gibson</p> 	8 Amber		8 Amber	4 Amber Nov 2019

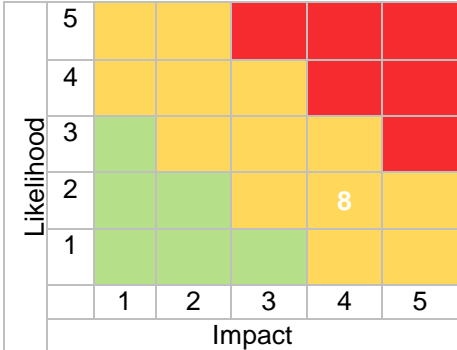

Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	Target score and date																																													
7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Emma Bennett Cabinet Member: Cllr Sandra Samuels OBE and Cllr Paul Sweet</p>  <table border="1" data-bbox="250 512 705 863"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>8</td> <td>Yellow</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	8	Yellow	1	Green	Green	Green	Yellow	Yellow			1	2	3	4	5			Impact					8 Amber		8 Amber	8 Amber On-going
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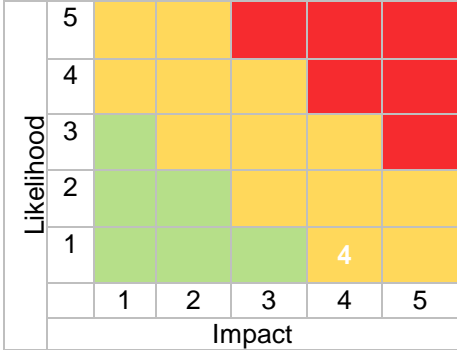

Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	Target score and date																																													
14 01/14	<p>School Improvement</p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in maintained 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: Meredith Teasdale Cabinet Member: Cllr Lynne Moran</p> <table border="1" data-bbox="250 560 705 911"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>4</td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">4</td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="6" style="text-align: center;">Impact</td> </tr> </table> <p>*In accordance with the Schools Causing Concern Guidance – February 2018, the Council attend regular meetings with the Regional School Commission and notify them of any concerns surrounding Academies.</p>	Likelihood	5						4						3						2						1				4				1	2	3	4	5		Impact						4 Amber		4 Amber	4 Amber Target achieved 96% maintained schools @ good or above. Risk archived.
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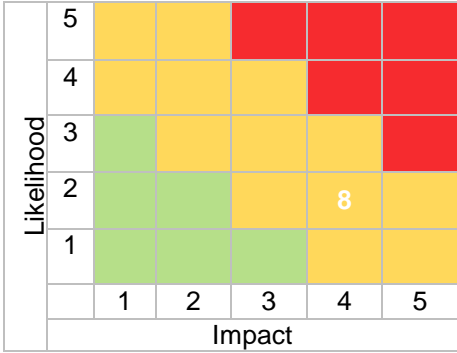

Risk ref	Risk title and description	Previous score (Nov 2018)	Direction of travel	Current score (Feb 2019)	Target score and date																																																	
24 01/17	<p>Maximising Benefits from West Midlands Combined Authority</p> <p>If the Council does not put in place effective 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: Tim Johnson Cabinet Member: Cllr Roger Lawrence</p>  <table border="1" data-bbox="250 507 705 858"> <tr> <td></td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> <td></td> <td>6</td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Likelihood</td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>		5							4							3							2			6				1						Likelihood		1	2	3	4	5			Impact					6 Amber		6 Amber	3 Green April 2019
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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: Claire Nye Cabinet Member: Cllr Louise Miles</p>  <table border="1" data-bbox="250 576 705 927"> <tr><td>5</td><td>Yellow</td><td>Yellow</td><td>Red</td><td>Red</td><td>Red</td></tr> <tr><td>4</td><td>Yellow</td><td>Yellow</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Yellow</td><td>Yellow</td><td>Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Yellow</td><td>8</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</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></tr> </table>	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	8	Yellow	1	Green	Green	Green	Yellow	Yellow		1	2	3	4	5		Impact					8 Amber		8 Amber	4 Amber May 2019
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27 02/19	<p>City assurance of response and compliance with the requirements of National Building Safety Programme, Grenfell Inquiry Report Recommendations and MHCLG Building Regulation Guidance Advice Notice(s)</p> <p>The National Building Safety Programme is reviewing national building safety, regulations and policies further to the Grenfell tragedy of 14 June 2017. The scope of this review includes building management practice, property health and safety, fire safety management and building regulations/legislation and policy for all residential high-rise buildings (over 18m) in public and private ownership, as well as buildings housing vulnerable residents and new residential development.</p> <p>Risk Owner: Kate Martin Cabinet Member: Cllr Peter Bilson Member Fire Safety Scrutiny Panel: Cllr Greg Brackenridge (Panel Chair)</p> <div data-bbox="248 742 705 1098" data-label="Figure"> <table border="1"> <tr> <td>5</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>10</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</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> </tr> </table> </div>	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	Yellow	10	1	Green	Green	Green	Yellow	Yellow		1	2	3	4	5		Impact					5 Amber		10 Amber	5 Amber
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28 10/17	<p>Health and Safety</p> <p>Through failure to use safe working methods the Council may be exposed to regulatory action, financial penalties and reputational damage.</p> <p>Risk owner: Mark Taylor Cabinet Member: Cllr Val Gibson</p>  <table border="1" data-bbox="250 515 705 866"> <tr><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>8</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></tr> </table>	5						4						3						2			8			1							1	2	3	4	5		Impact					8 Amber		8 Amber	4 Amber To fall in conjunction with other Health and Safety associated risks.
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32 06/18	<p>Waste Management Services</p> <p>If the Council does not manage the changes to Waste Service Delivery effectively there is a risk that savings targets will not be delivered, and reputational damage may be incurred due to issues with waste collections.</p> <p>Risk owner: Ross Cook Cabinet Member: Cllr Steve Evans</p>  <table border="1" data-bbox="250 523 705 874"> <tr><td>5</td><td>Yellow</td><td>Yellow</td><td>Red</td><td>Red</td><td>Red</td></tr> <tr><td>4</td><td>Yellow</td><td>Yellow</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Yellow</td><td>Yellow</td><td>Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow (4)</td><td>Yellow</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></tr> </table>	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	Yellow	Yellow	1	Green	Green	Green	Yellow (4)	Yellow		1	2	3	4	5		Impact					8 Amber		4 Amber	4 Amber Target achieved
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33 06/18	<p>Governance of Major Capital Projects and Programmes</p> <p>The Council will fail to maximise opportunities and incur significant reputational and financial risks if major capital projects are not effectively managed, monitored and reviewed, in terms of project timescales, achievement of milestones and costs.</p> <p>Risk owner: Kevin O'Keefe Cabinet Member: Cllr John Reynolds</p>  <table border="1" data-bbox="250 536 705 890"> <tr> <td></td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> <td></td> <td>8</td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Likelihood</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> </tr> <tr> <td></td> <td colspan="5">Impact</td> <td></td> </tr> </table>		5							4							3							2			8				1						Likelihood	1	2	3	4	5			Impact						8 Amber		8 Amber	8 Amber Target achieved
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34 06/18	<p>Wolverhampton Interchange Programme (Train Station)</p> <p>There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the Interchange programme and specifically the train station is not effectively managed in terms of project timings, costs and scope.</p> <p>Risk owner: Richard Lawrence Cabinet Member: Cllr John Reynolds</p> <table border="1" style="margin-top: 10px;"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>4</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>3</td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>2</td> <td style="background-color: green;"></td> <td style="background-color: green; text-align: center;">4</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td>1</td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2		4				1								1	2	3	4	5			Impact					8 Amber		4 Green	4 Green Target achieved
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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.