






Profile of current strategic risks


Red	1, 2, 4,
Amber	3, 7, 8, 9, 10, 12, 14, 15, 16, 17, 19a
Green	

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

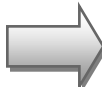
Risk ref	Risk title and description	Previous score (Nov 2015)	Direction of travel	Current score (Feb 2016)	Target score and date	Comment																																											
1 01/14	<p><b>Looked After Children (LAC)</b></p> <p>If the number of LAC is not reduced this may result in an increase in 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>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						15 Red		15 Red	10 Amber March 2017	<p>LAC numbers and the associated costs continue to fall. At the end of January 2016 the number of LAC stood at 667. This compares to 703 in October and 775 in July 2015. The target for the end of March is 631, with at least 40 children expected to leave care during February and March. However the target is also dependent on the number of children coming into care.</p> <p>The reduction of LAC is now embedded in the wider children's transformation programme and proposals to re-design early intervention and prevention strategies have a key role in reducing demand on specialist social care services in the future.</p> <p>The Multi-Agency Safeguarding Hub (MASH) went live on the 5 January 2016. Whilst it is too early to identify any impact on LAC numbers, multi-agency information sharing and decision making ensures that child protection referrals are managed in the right place at the right time.</p> <p>A resources panel to consider the most expensive LAC placements has been introduced and has successfully reduced placement costs.</p> <p>On-going work with Legal Services has resulted in process efficiencies and improvements to the quality of pre-proceedings work, which has lead to improvements in timeliness of application processing and an increase in the number of actual adoption applications.</p> <p>LAC targets have been set for April 2016 to March 2017 which should deliver further reductions, with the Council aiming to achieve 580 LAC by March 2017.</p>
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2 01/14	<p><b>Skills for Work</b></p> <p>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.</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>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						15 Red		15 Red	10* Amber March 2017	<p>The risk is currently managed through the City Board. A series of task and finish groups have been put in place to develop the City Skills and Employment Action Plan. The plan will be completed and published by April 2016 and consists of four work streams:</p> <ul style="list-style-type: none"><li>City Workplace: support to employers to obtain the skills and workforce they need to grow.</li><li>City Workbox: an on-line system providing information needs assessment, career choices and signposting local people to the right progression routes.</li><li>City Workshop: a central physical one stop shop.</li><li>Strategic Influencing of policy and the use of devolved resources through the West Midlands Combined Authority and Black Country LEP.</li></ul> <p>Fast-track programmes for particular sectors have been co-ordinated by the Council for sectors such as construction and health and social care. The impact of these programmes is monitored by the Skills and Employment Performance Board which is chaired by the Service Director City Economy.</p> <p>Despite the above measures being in place, new challenges to reducing this risk include cuts to Further Education budgets affecting further education provision and the abolition of the National Growth Service, which includes the Manufacturing Advise Service and Growth Accelerator. These services provided valuable diagnostic and business support to key sectors of the Wolverhampton Economy. The Council plan to minimise the impact of these cuts by facilitating a partnership approach to skills and employment provision in order to reduce duplication and ensure remaining resources are used efficiently and effectively. This will also ensure the City is well placed to benefit when resources are devolved to the West Midlands Combined Authority, once approved.</p>
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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 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						12 Amber		8 Amber	4 Amber March 2017	<p>The risk continues to be monitored by the Information Governance Board (IGB). Since last reported, the following actions have been taken and resulted in a reduction in the risk assessment:</p> <ul style="list-style-type: none"><li>Key policies and procedures are being reviewed, with updated Data Protection and the Freedom of Information (FOI) policies being presented to IGB in March for approval.</li><li>A new corporate records management policy was approved by SEB in February.</li><li>Performance in responses to both FOI requests and Subject Access requests continues to be high. ICT are developing a database that will further enhance the workflow and processing of FOI requests.</li><li>Information incident reporting and investigations continue to be monitored by the IGB. A trend analysis of breaches is now included in the report to the Board to ensure mitigating actions are implemented.</li><li>The mandatory Protecting Information course and new starter training is monitored by IGB. Work is on-going with the Workforce Development Team to refresh the current e-learning modules to reflect best practice and any legislative changes.</li><li>The number of Privacy Impact Assessments (PIA) has increased.</li><li>Project teams are now being trained to undertake these assessments as part of the project management process.</li><li>Arrangements are being put in place to ensure compliance with new EU General Data Protection regulations; these include attendance at various training sessions which will inform the Information Governance (IG) work plan. There is a number of process changes identified that the Council will need to make, and the majority of these will be absorbed by the IG Team as part of their workplan.</li></ul> <p>Further actions planned to reduce this risk include:</p> <ul style="list-style-type: none"><li>Completion and implementation of a Data Quality Strategy.</li><li>The introduction of IG surgeries in 2016/17 to deal with IG related issues and raise the profile of IG .</li><li>Plans for an Information Sharing audit across teams who share personal data / information with external partners and agencies.</li><li>Creation of a central repository and a register for information sharing agreements which will allow new and existing agreements to be reviewed and kept up to date.</li></ul>
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4 01/14	<p><b>Medium Term Financial Strategy</b></p> <p>If the Council is unable to agree and operate within its medium term financial strategy (MTFS) 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></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						15 Red		15 Red	15* Red	<p>The MTFS 2016/17 to 2019/20 is being presented to Cabinet on 24 February 2016 and to full Council thereafter in March. The report to Cabinet details the following matters for approval/ noting:</p> <ul style="list-style-type: none"><li>A balanced budget for 2016/17 which does not necessitate the use of contingency reserves has been put forward for approval</li><li>The budget is based upon a 3.99% increase in council tax, which includes the 2% precept for adult social care announced by the Chancellor in the last comprehensive spending review.</li><li>The consultation and scrutiny processes previously reported to the Committee have now been completed and where appropriate, the results of these have been reflected in the budget.</li><li>At this stage, the Council is looking to accept in principle the government's offer of a four year settlement by October 2016 and will begin to prepare a financial plan and efficiency strategy for approval by Cabinet prior to accepting the offer.</li><li>Work will commence on developing budget reductions for 2017/18.</li><li>Savings of £54.6 million need to be identified for the three year period from 2017/18 to 2019/20 to address the projected budget deficit.</li><li>Budget assumptions over the MTFS continue to be subject to significant change and are adjusted based upon the most up to date information available.</li></ul> <p>The risk assessment for the medium term remains red as there continues to be significant financial challenge, uncertainty and risk for the Council.</p>
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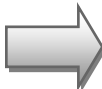


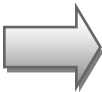
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7 01/14	<p><b>Safeguarding</b></p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Val Gibson and Cllr Elias Mattu</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 Next Ofsted inspection	<p>This risk continues to be overseen by the children's and adult's local safeguarding service. Since last reported, the following is noted:</p> <ul style="list-style-type: none"><li>The adult's safeguarding board (WASB) has started to embed a committee type structure which reflects the key business of the Board. The WSAB is supported by a strategic plan and improved governance arrangements. Work is underway to create a working protocol between the various partnership boards across the City and outline in which forums key safeguarding activity is overseen.</li><li>There has been significant work undertaken to address the significant increase in Deprivation of Liberty Safeguards (DoLS) referrals and resulting assessments. As a result, a temporary team of Best Interest Assessors was created in July 2015 and significant improvements have been made in clearing the backlog. Discussions are currently underway to determine the extension of this temporary team from April 2016 and the creation of a model which will ensure assessments are completed in a timely manner.</li><li>Alongside this, as a result of a recent High Court Judgement in late 2015, consideration is being given to the impact of DoLS on teenagers living away from home and guidance is being created to inform the Children's social care workforce.</li><li>January 2015 saw the launch of Wolverhampton's children Multi-Agency Safeguarding Hub (MASH) The impact has been positive with all partners being supportive of the process and the impact of effective information sharing. As of August 2016 those agencies providing support to adults will also be part of the MASH and work is currently underway to implement this.</li><li>Regular safeguarding briefings to the Leader, Lead Cabinet Member, the Managing Director and the Director for Children's and Adult Services are continuing to take place. As a result, not only is awareness heightened but additional activity is taking place regarding raising awareness of child sexual exploitation for councillors, ensuring safeguarding resources are more accessible across the Council and working with commissioning to ensure the profile of safeguarding within contracts.</li><li>On 3 March a joint Domestic Homicide Review, Serious Case Review and Safeguarding Adult Review event is taking place for frontline practitioners. This is supported by partnership boards and the Police and Crime Commissioner.</li></ul>
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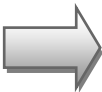
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8 01/14	<p><b>Business Continuity Management (BCM)</b></p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Linda Sanders (Ros Jervis)</p> <p>Cabinet Member: Cllr Sandra Samuels</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						10 Amber		10 Amber	8 Amber From June to December 2016	<p>This risk continues to be managed and monitored by the Wolverhampton Resilience Board with regular updates being provided to SEB. Since last reported the following actions have taken place in the mitigation of the risk:</p> <ul style="list-style-type: none"> <li>The incident management system (Wolf City Alert) is in place and 75 employees have been trained in its use.</li> <li>Development of the Service Resilience system by ICT continues to be on-going. There has been some delay in the progress with this due to an unprecedented demand for ICT services and other higher priority work over recent months. As a result, priority 1 service plans are expected to be completed by December 2016.</li> <li>The Chair of the Wolverhampton Resilience Board now also chair's the Wolverhampton's CONTEST Board, which comprises four strands in relation to the Prevent, Prepare, Protect and Pursue agendas, with the Prepare strand being relevant to the management of this risk and risk 15- emergency planning.</li> <li>The Council continues to respond to emergencies and is currently supporting West Midlands Police with an on-going investigation into hoax bomb threats at schools within the region.</li> <li>Assurances have been obtained in respect of the arrangements the Council has in place to mitigate against the risk of a cyber attack. This risk is considered to be low due to the controls in place which are also required to demonstrate compliance with access to the Public Sector Network, and include measures such as firewalls; anti virus and malware software; security patching and software updates; email filtering; restricted access privileges; back up processes; monitoring of network activity and regular security testing to test the defences in place.</li> </ul>
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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> <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 September 2017	<p>The measures to successfully manage this risk continue to be in place as noted previously and include:</p> <ul style="list-style-type: none"><li>The Inclusion Board which continues to manage the risks associated with unemployment, economic inactivity and the wider barriers for economic inclusion. This includes programmes to manage the risks associated with the roll out of Universal Credit, Financial and Digital exclusion.</li><li>The proposed skills and employment action plan (set out under risk 2 Skills for Work) that includes the City Workbox. This is being developed as an on-line system providing information, needs assessment, career choices and signposting local people to the right progression routes. The focus will be on supporting those furthest away from the labour market and employment.</li><li>European Union Strategic Investment Funds provide considerable resources for local partners and the Council to tackle youth unemployment. The Council is a partner in a major bid to attract Youth Employment funding, results on which are imminent.</li></ul>
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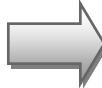


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12 01/14	<p><b>Better Care Fund (BCF)</b></p> <p>If the Council and its partners fail to deliver the improved outcomes required by the Better Care Fund, demand on acute services will not be reduced, the reward money will not be received and the Council will not receive the additional resources promised by the Better Care Fund.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Elias Mattu</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 April 2017	<p>Progress and performance against the 2015/16 Wolverhampton Better Care Plan as at November 2015 was reported to the Health and Well Being Board (HWBB) at its meeting in February. The pooled budget of £70.8 million pounds (of which £24.2 is from the Council and £46.6 from the Clinical Commissioning Group –CCG) showed a revenue cost pressure of £2.7 million of which £2 million is faced by the CCG and the balance with the Council, the majority of which has arisen through the demographic growth target. Both organisations have provided for the financial risks associated with the pooled budget.</p> <p>The Wolverhampton Plan is based upon the delivery of six outcomes which includes reducing delayed transfers of care (DTOC) and reducing avoidable emergency admissions. Achievement of DTOC targets continues to be an issue and as such PwC were appointed to work with local teams to identify the reasons and to implement new discharge pathways. This work is due for completion in March. In terms of reducing emergency admissions, these continue to increase above the target within the plan and as such means that the payment for performance will not be received- the risk of which is borne solely by the CCG.</p> <p>In the last Comprehensive Spending Review, government confirmed its intention of the BCF to be the key delivery vehicle for the integration of health and social care for the remaining term of the current parliament. In January the Department of Health and the DCLG released the policy framework for 2016/17 and the BCF programme team are developing the BCF Plan and s75 risk sharing agreement for 2016/17. The initial draft Plan has been submitted to the NHS England regional area team for consideration and feedback. This will provide one of three levels of assurance (approved/ approved with conditions/ not approved) on the Plan. A final plan will then be signed off by the Chair of the HWBB under the delegated authority which was received from the Board in February, and submitted to the NHS England regional team in early March 2016. The s75 agreement will be presented to Cabinet on 23 March for approval. The key outcomes for the 2016/17 plan will include reducing DTOC, emergency admissions and accident and emergency attendances, as well as improving independence and wellbeing and delivering personalised management plans for patients. Progress against these outcomes will be reported to the HWBB in 2016/17.</p>
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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>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 July 2016	An update on this risk will be provided at the meeting.
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16 01/14	<p><b>Equal Pay</b></p> <p>Significant equal pay liabilities have been dealt with over recent years. However, equal pay will remain a potentially significant risk until:</p> <ul style="list-style-type: none"><li>the second generation claims, from trade union members, have been dealt with.</li><li>six years after the implementation of single status, until that time “Abdullah” type claims can still be brought.</li></ul> <p>Risk owner: Mark Taylor 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>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 From March to September 2016	<p>This risk continues to be managed by the Equal Pay Project Group, which is chaired by the Director of Finance and has representation from Audit, Legal and HR services.</p> <p>The risk has two strands and relates to:</p> <ul style="list-style-type: none"><li>Second generation claims which involve additional claims made by claimants who had their original equal pay claim settled in 2007/08 on the basis that single status would be implemented by the Council within a year of this time. However delays encountered meant that single status was not implemented until April 2013. There is a risk in dealing with these claims that further claims from the 2007/08 group could be prompted.</li><li>The Abdullah type claims which have been brought by employees following a Supreme Court ruling which allows claimants to bring equal pay claims for up to six years after the termination of their employment (as opposed to the previous case where the time limit for presenting an equal pay claim to an employment tribunal was, in the majority of cases, six months from the end of employment. In the Council's case therefore, despite the level of risk reducing with time, and there not being any recent activity evidencing additional claims being brought, equal pay claims may continue to be brought until March 2019 when six years will have lapsed from the implementation of single status.</li></ul> <p>In terms of mitigation, the Council is in dialogue with Thompsons who are negotiating settlements on behalf of a significant number of first and second generation claimants. The timescales reflect the time by which an agreement may be reached.</p> <p>In terms of finances, the Council has set aside an equal pay reserve to deal with any such claims, which is audited independently annually by the Council's external auditors as part of the Statement of Accounts.</p>
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- The target risk 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 some of the risks may not have target dates.

The following are/ were the medium/ 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 2015)	Direction of travel	Current score Feb 2016)	Target score and date
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 Cabinet Member: Cllr John Reynolds</p>	8 <b>Amber</b>		8 <b>Amber</b>	8* <b>Amber</b>
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 Sandra Samuels</p>	6 <b>Amber</b>		6 <b>Amber</b>	4 <b>Amber</b> June 2016
17 10/14	<p><b>Employee Management</b></p> <p>If policies dealing with employee management and in particular appraisals are not effectively implemented and complied with then:</p> <ul style="list-style-type: none"> <li>employees may not be fully aware of the Council's objectives and their contribution to the achievement of them, and</li> <li>employees may not have the appropriate training and support to achieve high standards of performance</li> <li>the Council may not have the required capability to deliver its objectives.</li> </ul> <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Paul Sweet</p>	8 <b>Amber</b>		8 <b>Amber</b>	4 <b>Amber</b> From March to July 2016

Risk ref	Risk title and description	Previous score (Nov 2015)	Direction of travel	Current score Feb 2016)	Target score and date
19a 11/15	<p><b>Devolution Deal</b></p> <p>There is a risk that if issues arise or should the process leading up to formal consent of the devolution deal not include sufficient engagement with members and stakeholders then the Council may not be able to ratify the proposed deal and the Council's objectives in respect of growth in the regional economy, employment and skills, business investment and regeneration may not be fully realised.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p>	<p>8</p> <p>Amber</p>		<p>8</p> <p>Amber</p>	<p>4</p> <p>Amber</p> <p>April 2016</p>