





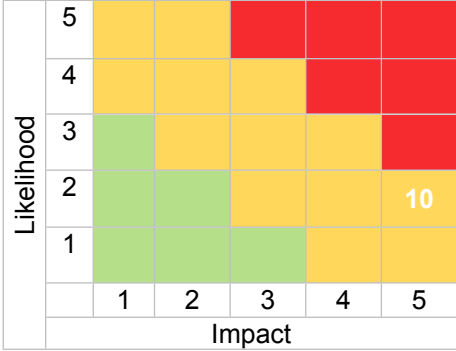

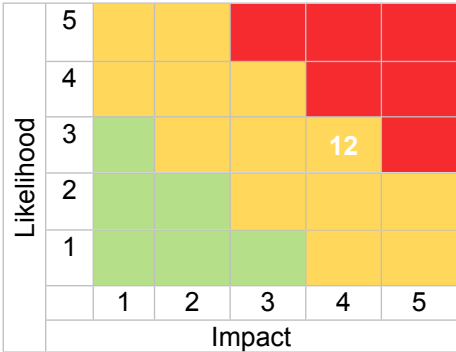

Profile of current strategic risks

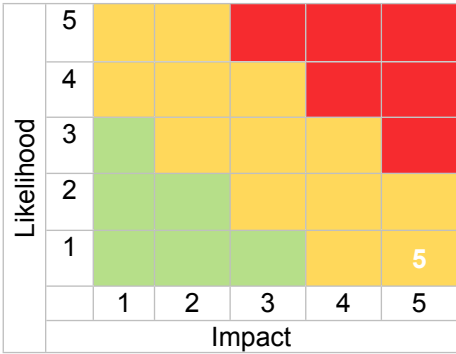

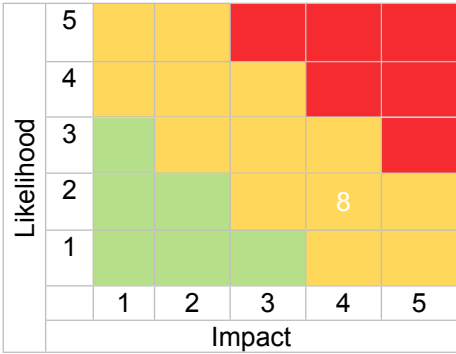

Red	2,
Amber	1, 3, 4, 7, 8, 9, 10, 14, 15, 16


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 (June 2016)	Direction of travel	Current score (August 2016)	Target score and date																																										
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> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; margin: 10px auto;"> <tr><td style="padding: 2px;">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 style="padding: 2px;">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 style="padding: 2px;">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 style="padding: 2px;">2</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><td style="background-color: yellow; text-align: center;">10</td></tr> <tr><td style="padding: 2px;">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 style="padding: 2px;"></td><td style="padding: 2px;">1</td><td style="padding: 2px;">2</td><td style="padding: 2px;">3</td><td style="padding: 2px;">4</td><td style="padding: 2px;">5</td></tr> <tr><td style="padding: 2px;"></td><td colspan="5" style="text-align: center; padding: 2px;">Impact</td></tr> </table> </div>	5						4						3						2					10	1							1	2	3	4	5		Impact					10 Amber		10 Amber	5 Amber March 2017
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2 01/14	<p>Skills for Work</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) Cabinet Member: Cllr John Reynolds</p> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; margin: 10px auto;"> <tr><td style="padding: 2px;">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 style="padding: 2px;">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 style="padding: 2px;">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; text-align: center;">15</td></tr> <tr><td style="padding: 2px;">2</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><td style="background-color: yellow;"></td></tr> <tr><td style="padding: 2px;">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 style="padding: 2px;"></td><td style="padding: 2px;">1</td><td style="padding: 2px;">2</td><td style="padding: 2px;">3</td><td style="padding: 2px;">4</td><td style="padding: 2px;">5</td></tr> <tr><td style="padding: 2px;"></td><td colspan="5" style="text-align: center; padding: 2px;">Impact</td></tr> </table> </div>	5						4						3					15	2						1							1	2	3	4	5		Impact					15 Red		15 Red	10* Amber March 2017
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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>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>12</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</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	12	Red	2	Green	Green	Yellow	Yellow	Yellow	1	Green	Green	Green	Yellow	Yellow		1	2	3	4	5		Impact					12 Amber		12 Amber	8* Amber Ongoing
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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</p> <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>	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					10 Amber		10 Amber	5 Amber Next Ofsted inspection
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8 01/14	<p>Business Continuity Management (BCM) 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> 	10 Amber		10 Amber	8 Amber December 2016
10 01/14	<p>Economic Inclusion 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) Cabinet Member: Cllr John Reynolds</p> 	12 Amber		12 Amber	8* Amber September 2017

Risk ref	Risk title and description	Previous score (June 2016)	Direction of travel	Current score (August 2016)	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 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>  <p>A 5x5 risk matrix for School Improvement. The vertical axis is 'Likelihood' (1-5) and the horizontal axis is 'Impact' (1-5). The matrix is color-coded: Green (low risk), Yellow (medium risk), and Red (high risk). The current score is 5, located at Likelihood 1, Impact 5.</p>	10 Amber		5** Amber	5* Amber
16 01/14	<p>Equal Pay</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"> the second generation claims, from trade union members, have been dealt with. six years after the implementation of single status, until that time "Abdullah" type claims can still be brought. <p>Risk owner: Mark Taylor Cabinet Member: Cllr Andrew Johnson</p>  <p>A 5x5 risk matrix for Equal Pay. The vertical axis is 'Likelihood' (1-5) and the horizontal axis is 'Impact' (1-5). The matrix is color-coded: Green (low risk), Yellow (medium risk), and Red (high risk). The current score is 8, located at Likelihood 2, Impact 4.</p>	8 Amber		8 Amber	4 Amber March 2017

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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 the provision of the Data Protection Act 1998; 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 border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></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> <td></td> </tr> <tr> <td>3</td> <td></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> <td></td> </tr> <tr> <td>1</td> <td></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> <td></td> </tr> <tr> <td></td> <td colspan="6">Impact</td> <td></td> </tr> </table>	Likelihood	5							4							3							2				8			1								1	2	3	4	5			Impact							8 Amber		8 Amber	4 Amber March 2017
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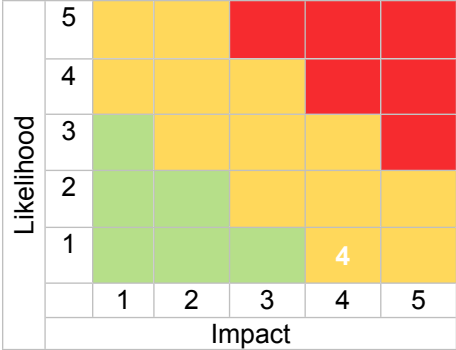
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9 01/14	<p>City Centre Regeneration</p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: 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 increased prosperity and a reduced demand on Council services <p>Risk owner: Tim Johnson 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> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></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> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td>8</td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></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> <td colspan="2">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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* 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 also may not have target dates.

** Further details to support the reduction in the assessment of these risks are included below.

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