



Appendix A – Strategic Risk Register @ November 2016



**Stronger
Economy**



**Stronger
Communities**



**Stronger
Organisation**

Red	2
Amber	1, 3, 4, 7, 8, 9, 10, 14, 15, 16, 21

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 (Aug 2016)	Direction of travel	Current score (Nov 2016)	Target score and date	Comment																																													
1 01/14	<p>Looked After Children (LAC) 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 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;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow; text-align: center;">8</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				8		1								1	2	3	4	5			Impact					10 Amber		8 Amber	5 Amber March 2017	<p>Overseen and managed by the Transforming Children's Services Board, this risk continues to focus on reducing LAC, with the principles of supporting children to live safely with their families, ensuring only the right children come into care and when they do, permanency is secured without delay.</p> <p>LAC numbers and associated costs continue to fall; it is noted that the reduction is now more slowly than in previous periods. Savings for 2016/17 are in the process of being reviewed and agreed in conjunction with Strategic Finance. It is envisaged that for 2016/17 savings will be achieved through an overall reduction in LAC numbers and a reduction in the cost of current LAC placements. The measures in place to successfully manage this risk are as previously noted and include;</p> <ul style="list-style-type: none"> • Regular liaison with Strategic Finance to enable financial oversight of the budget. • Individual tracking and monitoring of all LAC. • The Resources Panel, who continue to review the most expensive placements. • A continued drive to recruit foster carers. The Council are working towards a target to recruit an additional 30 foster carers by the end of 2016. • Embedding of the Early Intervention and Prevention re-design to manage and decrease demand on more specialist services. <p>The reduction in this risk reflects continued progress in this area.</p>
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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> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5		Impact					15 Red		15 Red	10* Amber March 2017	<p>Work continues in response to the recommendations from the Skills and Employment Commission and as part of the delivery of the Skills and Employment action plan. Since last reported the following is noted:</p> <ul style="list-style-type: none"> • Consultation with local residents for 'Wolverhampton Workbox' has been completed. Funding for the Workbox was agreed by Cabinet Resources Panel on 1 November 2016, the on-line system is due to be launched later this year. • The jobs fair held during Business Week on 9 September 2016 was attended by 55 employers with approximately 1,500 vacancies on offer and attracted 2,000 attendees. Whilst outcomes are still being collated, feedback from those who attended was extremely positive. Special support was provided for BHS employees and the EU Impact programme signed up 60 unemployed people to 'job ready support'. • A successful Skills Dinner was held at Wolverhampton College during Business Week and brought together businesses and providers to hear from individuals who had transformed their lives through employment. • A 'Meet the Buyer' event which is linked to a number of key developments including the Westside Investment has taken place. A programme to provide employment support across the construction supply chain is now being developed. <p>A majority of the key actions within the Skills and Employment action plan are deliverable by March 2017 and the target score and date for this risk reflects this</p>
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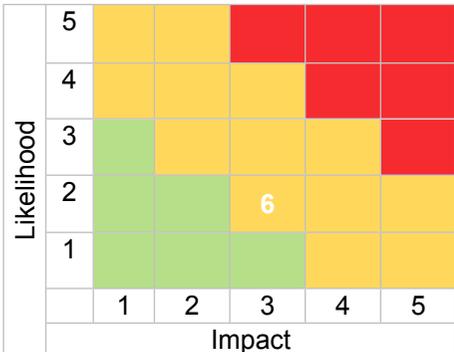
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4 01/14	<p>Medium Term Financial Strategy</p> <p>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, 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" data-bbox="203 847 656 1198"> <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>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></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	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 On-going	See Appendix C for the update on this risk which will be presented to the Committee.
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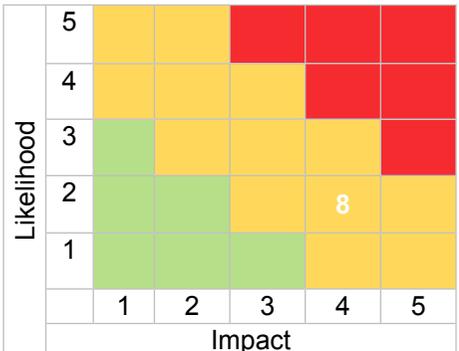
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7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Val Gibson and Cllr Sandra Samuels</p> <table border="1"> <tr> <td 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> </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 boards. Since last reported, the following is noted:</p> <ul style="list-style-type: none"> A further review of the self-assessment has been undertaken for the Children's Safeguarding Board. At this time the board measures itself as good against Ofsted descriptors. Work is currently being undertaken to create a joint board infrastructure to provide support to the two discreet adult's and children's boards. This would eliminate any duplication of work and result in shared training, better communication and increased efficiency. Deprivation of Liberty Safeguards (DoLs) referrals and resulting assessments continue to be a challenge. Recruitment for four permanent assessors to clear the current backlog is underway. A backlog in this area reflects a national trend. According to figures obtained from the regional DoLs forum Wolverhampton's backlog is the second lowest of nine West Midland regional authorities. The joint Adult's and Children's Multi Agency Safeguarding Hub (MASH) is now operational and is the only MASH in the West Midlands police boundary that covers both adults and children. The Children's Safeguarding Board continues to oversee the work of the MASH and has included this area of work within the Safeguarding Board's data set. Awareness training around Child Sexual Exploitation (CSE) continues under a rolling programme. A mandatory e-learning training programme is available on the Learning Hub and must be completed by all employees. Further face to training is delivered where appropriate. The service have also driven the embedding of the children care home providers forum and led on championing Children Affected by Parental Imprisonment (CAPI) agenda. Following recent allegations within the media a meeting has been arranged with Sports England to discuss safeguarding in sport.
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10 01/14	<p>Economic Inclusion</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) 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	8* Amber September 2017	<p>The measures to successfully manage this risk continue to be in place, since last reported the following is noted:</p> <ul style="list-style-type: none"> The first City Apprenticeships meeting has been held. The group have identified three priorities for 2016/17 which are; <ul style="list-style-type: none"> Marketing and communication to young people, employers and parents. Access, the development of pre-apprenticeship provision and improvement of basic skills to support entry to apprenticeships. Skills for growth, ensuring that the curriculum meets labour market demands and supports higher level growth. Job Brokerage, priorities have been agreed for 2016/17 and include; mapping provision and the customer journey into employment, developing a 360° assessment tool and the referral process. The youth offending pilot that is being developed in conjunction with West Midlands Police and local businesses. The pilot aims to address skills shortages in plant operations and create opportunities for offenders to gain paid work. A joint commission to deliver the Individual Placement Support model (IPS) between employment and health commissioning teams has now been agreed. This will see targeted provision for adults and young people with mental health barriers to employment and training opportunities. An action plan to address youth unemployment is in the process of being developed. The plan aims to create a step change in youth unemployment outcomes through the City Workbox, improved partnership working with health and education and to ensure the successful roll out of IMPACT and other related programmes. A One City Skills conference is due to take place at the end of November and will bring together all skills and employment providers across the city and engage them in the 'One City' approach to skills and employment. The conference will also provide an opportunity to launch the 'Workbox'.
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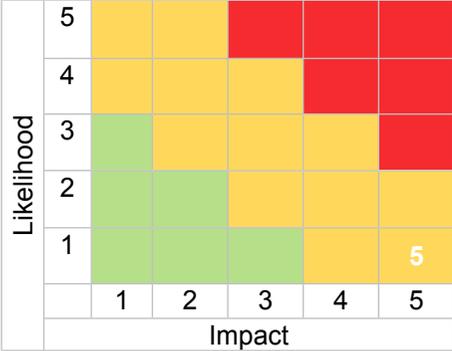
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21 11/16	<p>Transforming Adult Social Care (TASC) programme</p> <p>If the Council does not have robust management and governance arrangements in place for the Transforming Adult Social Care Programme then it may be unable to effectively manage demand and deliver the targets of the significant savings challenge the service needs to make as part of the MTFs.</p> <p>Risk owner: Linda Sanders (David Watts) Cabinet Member: Cllr Sandra Samuels OBE</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					N/A	N/A	12 Amber	8 Amber On-going	<p>The TASC programme was established in order to, meet savings targets set out in the MTFs, continue the realisation of key corporate outcomes and initiatives such as the Promoting Independence agenda and to continue embedding the duties and values that are detailed in the Care Act:</p> <p>The programme consists of five key project areas:</p> <ul style="list-style-type: none"> • Younger Adults Resettlement • Re-ablement and the use of Better Care Technologies • Personalisation • Community Offer • Integration <p>A strong programme and governance structure has been established and identified benefits are being closely monitored by the TASC Board and Cabinet Resources Panel through the MTFs. The Corporate Directorate is working closely with People to identify appropriate levels of resourcing required to support the transformation programme.</p> <p>The programme's key successes to date include;</p> <ul style="list-style-type: none"> • £2.3m of savings realised in 2016/17 as a result of the timely delivery of key elements of the Better Care Technologies, Strengthening Support at Home cabinet paper. • Implementation of a data viewer system which is resulting in unprecedented business intelligence that is able to link Health and Social Care information and identify key trends in customer pathways to inform targeted preventative working. • A pilot project to set up a 'Promoting Independence' social work team trialling new ways of working in regard to social work practice which is predicting savings in 2016/17 of £300,000. Carried forward as a full year effect in 2017/18 this is expected to realise total savings of around £1.0m. • Adult Disability and Mental Health Transformation initiatives have already resulted in nearly £1.0m of verified savings in 16/17.
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- The following are/were the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

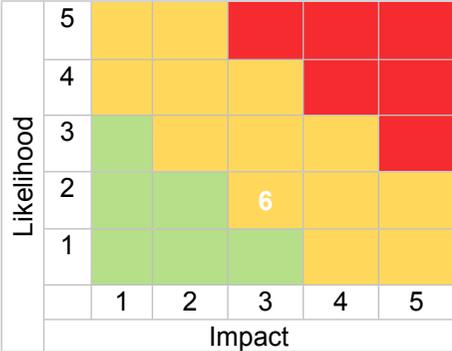
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3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> that the handling and protection of its data is undertaken in a secure 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>  <p>The risk matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' with values 1 to 5. The horizontal axis is labeled 'Impact' with values 1 to 5. The cells are colored as follows: (1,1) to (3,3) are green; (1,4) to (3,5) are yellow; (4,3) to (5,5) are red. The cell at (2,3) contains the number '6'.</p>	8 Amber		6 Amber	4 Amber March 2017

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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Paul Sweet</p>  <table border="1" data-bbox="235 486 694 837"> <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					10 Amber		8 Amber	8* Amber
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9 01/14	<p>City Centre Regeneration</p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"> • the attraction of private sector 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" data-bbox="237 791 689 1142"> <tr> <td></td> <td>5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>3</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> </tr> <tr> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Likelihood</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					Likelihood							1	2	3	4	5		Impact					8 Amber		8 Amber	8* Amber
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14 01/14	<p>School Improvement</p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Julien Kramer Cabinet Member: Cllr Claire Darke</p>  <table border="1" data-bbox="237 560 689 911"> <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</td><td>5</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	5		1	2	3	4	5		Impact					5 Amber		5 Amber	5* Amber
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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 major a incident.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Roger Lawrence and Cllr Paul Sweet</p> <table border="1" data-bbox="237 504 692 855"> <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>	Likelihood	5						4						3						2						1				4				1	2	3	4	5		Impact						4 Amber		4 Amber	4* Amber
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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> 	8 Amber		6 Amber	<p>Achieved</p> <p>Transferred to an operational register.</p>

* 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.