



# Appendix 1 – Strategic Risk Register @ December 2017



**Stronger  
Economy**



**Stronger  
Communities**



**Stronger  
Organisation**

- 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 (Aug 2017)	Direction of travel	Current score (Dec 2017)	Target score and date	Comment																																											
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 both the provisions of the Data Protection Act 1998 and the General Data Protection Regulation (GDPR) which comes into force during May 2018;</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 Milkinderpal Jaspal</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>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					8 Amber		12 Amber	8 Amber Nov 2018	<p>The score of this risk has risen to reflect the demands of GDPR which is due to come into effect on 25 May 2018. In preparation for the new regulation, a work programme was developed and approved in July 2017, progress against the work programme to date is as follows:</p> <ul style="list-style-type: none"> <li>A training needs analysis and communication plan has been developed to identify the level of engagement required by each service area. Using the information identified from the needs analysis a matrix was produced to establish which departments are key stakeholders in GDPR work. Training priorities have been assigned to each department, with training for priority 1 departments being completed first.</li> <li>To ensure maximum engagement with minimum disruption, training and awareness briefings are taking place at regular team or departmental meetings. Where workshops are required, these are also being led by the IG team and comprise of a pre-booked two- hour session to review impacts and devise service specific action plans. Progress against the plan is then monitored throughout the duration of the project, and revisited where required.</li> <li>A Project Manager from the Council's Programme Office was assigned to the project in August 2017 and is currently working with the IG team to support the project and to monitor ongoing progress against milestones.</li> <li>A City People article regarding the new regulation was published in July 2017, alongside a GDPR briefing document that staff could download for further information. Further communications have been scheduled before the year end and at key points during 2018.</li> <li>The IG team have presented an overview of the GDPR at all Senior Leadership meetings.</li> <li>A GDPR e-learning module provided by the Learning Hub is currently being reviewed. This can be configured to meet the Council's needs and will provide further support to staff.</li> </ul>
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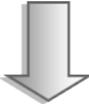
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4 01/14	<p><b>Medium Term Financial Strategy</b></p> <p>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects 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: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>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 colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5	Impact							12 Amber		12 Amber	8* Amber On-going	<p>The 2017-2018 Budget and Medium Term Financial Strategy 2017-2018 to 2019-2020 was approved by Full Council on 1 March 2017, the Council was able to set a balanced budget for 2017-18 without the use of general fund reserves.</p> <p>The report noted that budget reductions totalling £20.5m were still required by 2019-2020, which were in addition to the achievement of budget reduction proposals amounting to £33.8m for the period 2017-18 to 2019-2020 which had previously been agreed.</p> <p>The Draft Budget and Medium Term Financial Strategy 2018-19 to 2019-20 was presented to Cabinet on 18 October 2017. The report detailed the following matters:</p> <ul style="list-style-type: none"> <li>As reported to Cabinet in July 2017, a further £12.5m budget reduction opportunities had been identified towards the strategy of identifying £14.8m for 2018-19.</li> <li>Of the total £12.8m, £5m are ongoing budget reduction opportunities whilst £7.5m are one-off opportunities that can be achieved during 2018-19. Therefore, a significant element of the proposals relates to one-off budget reduction opportunities that can be achieved in 2018-19 only.</li> <li>Previously approved budget reduction and income generation proposals had been reviewed and reprofiled, increasing the amount of savings required by £2.1m.</li> <li>A further three proposals for 2018-19 had been identified which will enable the council to set a balanced budget for the year.</li> <li>Work continues to identify additional budget reduction and income generation opportunities to address the projected deficit in 2019-2020 in order to ensure that a balanced budget can be set in the medium term.</li> </ul>
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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>a reduced demand on Council services</li> </ul> <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> </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"> <li>On Interchange, Ion has now entered into the station build contract with Galliford Try with work due to start on construction during December 2017. The negotiation around the contract has delayed construction start dates and increased overall costs but with the contract now concluded this clearly represents a major milestone in the delivery of the Interchange masterplan.</li> <li>An Investment Prospectus has been prepared in conjunction with CBRE which presents an ambitious but deliverable 10-year vision for the regeneration of the city centre. This is designed to engage investors and offer a compelling vision for private investment supported by targeted public intervention. The Prospectus points to opportunities for 1 million sq. ft. of office development around the Interchange, the next phase of which will be the i9 office development an outline business case for which was recently approved by Cabinet.</li> <li>Benson Elliot has largely completed the refurbishment works to the Mander Centre with Debenhams opening as the anchor store last month. Continued support is being offered to Benson Elliot in attracting new occupiers.</li> <li>An outline planning permission has been submitted for Westside with a view to the developer commencing works to phase 1 in Q3 2018. Work to enable this development including the relocation of the retail market to Snow Hill is progressing to programme.</li> <li>Proposals to enhance key areas of public realm throughout the city are progressing with Westside Link and Cleveland Boulevard (connecting Westside and The Royal to the core centre) due for commencement next year. These works will seek funding from the Local Enterprise Partnership off the back of outputs secured through the associated major developments.</li> <li>A collaboration agreement was signed with Canal &amp; River Trust as a major landowner in the Canalside South area to partner on bringing forward key sites for residential led development.</li> </ul>
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						<p>A joint study (with funding support from the HCA) has recently been commissioned which will result in a phased masterplan proposal with clear routes to delivery, recommendations to support a business case for funding towards enabling works and potential procurement routes.</p> <ul style="list-style-type: none"> <li>• A design for City Learning Quarter is ongoing to meet the needs of user groups. Enabling works around land acquisition is continuing. The delivery programme is challenging and options around a phased decant for the college are being appraised.</li> <li>• Plans for the £14.4 million redevelopment of the 80-year-old, Grade II-listed Civic Hall have begun but work was held up when contractors uncovered major issues. As a result a more intrusive survey was commissioned to look at these issues. The Council is now considering significantly widening the scope of the scheme to not only address additional items to enable the existing scheme to be delivered, but also include a substantial number of new items e.g. include a completely new electrical and engineering system, major structural work, including a new roof and the latest safety and security measures. We're currently in the process of finalising the costs of this additional work but the project will inevitably cost more than anticipated. Prior to the commencement of any further works national and regional funding options which could contribute to what will be in effect a much larger project are being explored</li> <li>• 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.</li> </ul>

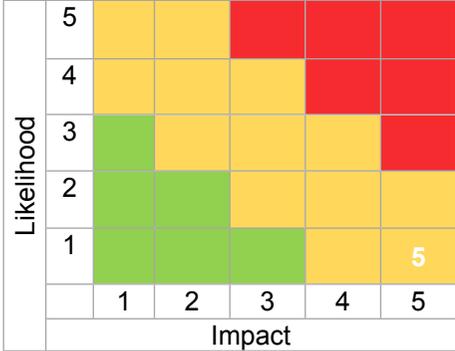
Risk ref	Risk title and description	Previous score (Aug 2017)	Direction of travel	Current score (Dec 2017)	Target score and date	Comment
21 11/16	<p><b>Transforming Adult Social Care (TASC) programme</b></p> <p>If the Council does not have robust management and governance arrangements in place for the 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: Mark Taylor (David Watts) Cabinet Member: Cllr Sandra Samuels OBE</p>	12 Amber		12 Amber	8* Amber	This risk has been reviewed and incorporated into risk 4 – MTFS.

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22 01/17	<p><b>Skills for Work and Economic Inclusion</b></p> <p>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for Council Services.</p> <p>Risk owner: Tim Johnson (Keren Jones) 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></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	5 Amber March 2018	<p>Since last reported the following is noted:</p> <ul style="list-style-type: none"> <li>The Work Box was launched on 29 June 2017, over 65 organisations attended the launch event. At the time of reporting there have been over 65,000 unique visits to the site and over 2,000 sign ups. The next stage of the project will be to engage between 10 -15 businesses as 'early adopters' who will post vacancies on the Work Box and to further enhance content by showcasing Careers into Care, Apprenticeships and Community Programmes.</li> <li>The Wolves@Work programme is ongoing, the programme aims to get 3,000 people (including 1,000 young people) into sustained employment over a three-year period. 212 employers have now agreed to be part of the programme which has successfully supported 1,432 people into work, 256 people into work-experience placements and 381 people into apprenticeships.</li> <li>A terms of reference for the City Apprenticeship group has now been agreed and four key priorities have been identified. An action plan is in the process of being developed which includes the introduction of a city-wide Apprenticeship Roadshow.</li> <li>The Black Country wide European Social Fund and Youth Employment Initiative Impact project is ongoing. The project aims to support young people between 16 – 29 who are not in employment, education or training. To date (30 September 2017) 1265 young people have engaged with the project which is currently performing ahead of profile. 47 participants have been confirmed as now in employment or education and training. It is anticipated when the next set of results are reported a further 177 participants will be in employment, 77 in education or training and 15 in apprenticeships.</li> <li>The City of Wolverhampton's Business Week programme ran between 25 – 29 September, offering a range of events aimed at showcasing the city's business and investment profile whilst providing dedicated activities to support businesses in the city in order to assist economic growth.</li> <li>The second annual jobs fair was held in September, 1700 people attended and over 4000 job opportunities were available on the day.</li> </ul>
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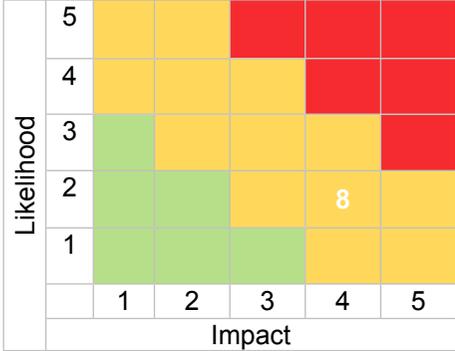
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23 01/17	<p><b>Cyber Security</b></p> <p>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.</p> <p>Risk owner: Andy Hoare Cabinet Member: Cllr Milkinderpal Jaspal</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></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							15 Red		10 Amber	10 Amber Ongoing – Dependent on cyber world-wide cyber incidents	<p>The level of this risk has been reduced as there have been no significant cyber incidents since the WannaCry RansomeWare cyber-attack which significantly disrupted the NHS in May. A report from the National Audit Office has confirmed that the attack on the NHS could have been prevented if NHS Trusts had acted on alerts instructing them to patch or migrate from older software. The regular software patching regime at Wolverhampton protected the City Council from this and potentially other such attacks.</p> <p>Maintaining robust, secure and up-to-date technology defences continues to be the Council's first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. System back-up's continue to be undertaken in accordance with agreed time-tables and practise restores to the Council's non-production area are ongoing to ensure that back-ups have been undertaken correctly and can be restored. Since last reported it is noted;</p> <ul style="list-style-type: none"> <li>The Council's Public Services Network connection compliance certificate was renewed in June. Only minor recommendations had been made following the audit, the most significant of which was strengthening password requirements, this has now been implemented. This was the first review that included an assessment of the Council's arrangements for storing data within the cloud.</li> <li>A phising exercise using Metacompliance's MetaPhish software was undertaken in October. A phishing email was sent to over 1000 employees, of these 43% opened the email and 460 went on to provide sensitive data (log-on id's and passwords). Employees providing this information were taken to an online 'learning experience' providing basic information on phising and the dangers of responding to phising emails. The results of this exercise will be used to highlight areas and individuals requiring additional training and support in future.</li> <li>Joint working and networking with neighbouring authorities is ongoing, virtual meetings between the Head of ICT and his equivalent from neighbouring authorities take place on a six-weekly basis and physical meetings take place twice at least twice per year.</li> </ul>
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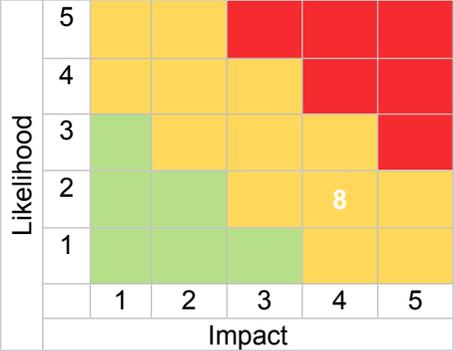
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29 01/17	<p><b>Fire Safety – Public Buildings</b></p> <p>If the Council does not have in place appropriate systems to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005 within public buildings (including schools) there is a risk of injury to members of the public and exposure to regulatory action, financial penalties and reputation damage to the Council.</p> <p>Risk owner: Tim Johnson (Tim Pritchard) Cabinet Member: Cllr Peter Bilson</p>	N/A	N/A	10 Amber	5 Amber	Due to timing constraints following the identification of this risk a full commentary will be provided to the next Committee meeting.																																												
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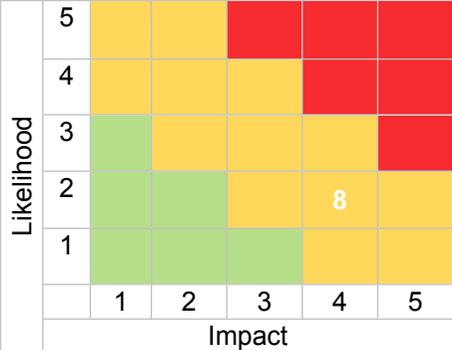
- The following are the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

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1 01/14	<p><b>Looked After Children (LAC)</b> 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: Mark Taylor (Emma Bennett) Cabinet Member: Cllr Val Gibson</p> 	5 Amber		5 Amber	5 Amber Target achieved  This risk has been reviewed and incorporated into risk 4 – MTFS.

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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: Emma Bennett Cabinet Member: Cllr Val Gibson and Cllr Sandra Samuels OBE</p> <table border="1" data-bbox="250 512 705 863"> <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; text-align: center;">8</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;"></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				8		1								1	2	3	4	5		Impact						8 Amber		8 Amber	5 Amber March 2018
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8 01/14	<p><b>Business Continuity Management (BCM)</b>            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: Mark Taylor (John Denley)            Cabinet Member: Cllr Paul Sweet</p>  <table border="1" data-bbox="250 491 705 842"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></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="5">Impact</td> </tr> </table>	Likelihood	5					4					3					2			8		1							1	2	3	4	5		Impact					8 Amber		8 Amber	8* Amber On-going
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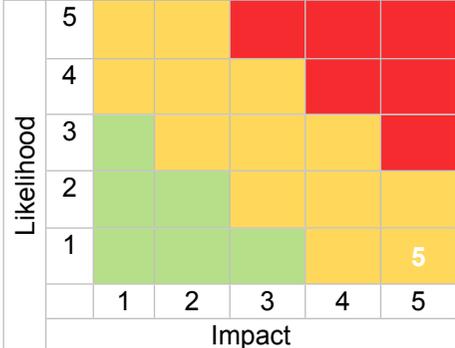
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14 01/14	<p><b>School Improvement</b></p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Meredith Teasdale Cabinet Member: Cllr Claire Darke</p>  <table border="1" data-bbox="253 560 707 911"> <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	5 Amber 90% schools @ good or above
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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 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: Mark Taylor (John Denley) Cabinet Member: Cllr Roger Lawrence and Cllr Paul Sweet</p>  <table border="1" data-bbox="253 628 705 978"> <tr> <td rowspan="6">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>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	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
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24 01/17	<p><b>Maximising Benefits from West Midlands Combined Authority</b></p> <p>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p> <table 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></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								1	2	3	4	5			Impact					6 Amber		6 Amber	3 Green April 2018
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25 03/17	<p><b>Payment Card Industry Data Security Standard</b></p> <p>If the Council does not put in place appropriate systems, procedures and technologies to ensure agent-led telephone payments are compliant with the Payment Card Industry Data Security Standard, there is a risk of data breaches which may result in regulatory action, financial penalties and reputational damage.</p> <p>Risk owner: Mark Taylor Cabinet Member: Cllr Andrew Johnson</p> <div data-bbox="250 576 705 927" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <table border="1"> <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></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></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table> </div>	5						4						3						2				8		1							1	2	3	4	5		Impact					8 Amber		8 Amber	4 Amber April 2019
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26 05/17	<p><b>Community Cohesion</b></p> <p>There is a risk of an escalation in community tensions in response to external influences i.e. terrorism, national policy changes e.g. Brexit and national events such as riots.</p> <p>Risk owner: Mark Taylor (Karen Samuels) Cabinet Member: Cllr Paul Sweet</p> <table border="1" data-bbox="250 515 705 895"> <tr> <td rowspan="6" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td></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> <td></td> </tr> <tr> <td>3</td> <td></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></td> <td></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> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Likelihood	5									4									3									2									1										1	2	3	4	5						Impact									6 Amber		4 Amber	Target achieved / risk archived.
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27 06/17	<p><b>Safety concerns around the City's tower blocks</b></p> <p>Following the recent tragic events at Grenfell Tower in London, there is an urgent need for the Council to ensure that the tower blocks in the City do not face the same risks, and that tenants can be assured on this.</p> <p>Risk Owner: Lesley Roberts Cabinet Member: Cllr Peter Bilson</p>  <table border="1" data-bbox="250 539 705 887"> <tr> <td rowspan="6">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>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>	Likelihood	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					10 Amber		5 Amber	5 Amber Target achieved
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28 10/17	<p><b>Health and Safety</b></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: Claire Nye Cabinet Member: Cllr Milkinderpal Jaspal</p> <table border="1" style="margin-top: 10px;"> <tr> <td rowspan="6" 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; text-align: center;">8</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;"></td> <td style="background-color: #FFD700;"></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" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2				8		1							1	2	3	4	5		Impact					N/A	N/A	8 Amber	4 Amber Sept 2018
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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.