

Appendix 1 – Strategic Risk Register

[NOT PROTECTIVELY MARKED]

November 2018



Profile of current strategic risks

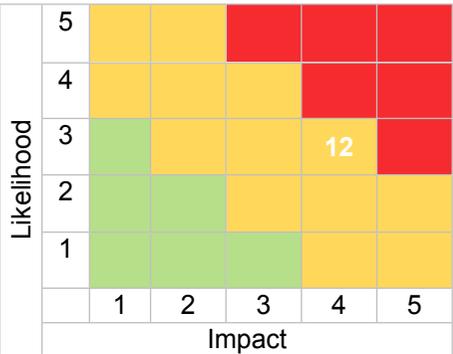
Red	4, 35
Amber	3, 7, 8, 9, 14, 15, 22, 23, 24, 25, 27, 28, 29, 30, 32, 33, 34

- 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 2018)	Direction of travel	Current score (Nov 2018)	Target score and date	Comment																																											
4 01/14	<p>Medium Term Financial Strategy</p> <p>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy (MTFS) including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects such as the transformation of Adults and Children's services then revenues may be exhausted, resulting in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Claire Nye Cabinet Member: Cllr Louise Miles</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td>16</td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4				16		3						2						1							1	2	3	4	5		Impact					12 Amber		16 Red	12* Amber On-going	<p>Due to future uncertainty and increasing pressures surrounding the MTFS this risk has been assessed as red for the first time since February 2016. The Draft Budget and MTFS 2019 – 2020 was reported to Cabinet on 17 October 2018. The report detailed the following matters:</p> <ul style="list-style-type: none"> The updated projected deficit assumes the achievement of existing budget reduction and income generation proposals amounting to £28.3 million over the two-year period from 2018 - 2019 to 2019 - 2020. There continues to be a considerable amount of uncertainty with regards to future funding streams for local authorities particularly regarding 2020 - 2021 onwards. The Comprehensive Spending Review 2020, the Fair Funding Review and potential pressures arising as a result of new responsibilities will all impact upon the Council's budget. The Council's General Fund Balance remains at £10 million; the minimum balance as determined in the Council's approved Reserves and Balances policy. Due to the uncertainty the Council currently faces, it is difficult to establish a medium term financial strategy beyond 2019 - 2020. It is projected that the medium-term budget challenge could be in the region of £40 – 50 million over the next five years. This continues to be the most significant financial challenge that the Council have faced. Service areas across the Council are continuing to develop budget efficiencies, service transformation and income generation proposals in order to meet the budget challenge. A high level five - year budget strategy is due to be developed by May 2019 and reported to Cabinet during July 2019.
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8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: John Denley Cabinet Member: Cllr Hazel Malcolm</p> <table border="1"> <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 March 2019	<p>As previously reported, at their meeting on 25 April 2018 Cabinet approved plans to transfer the overall day to day management and delivery of Council's Emergency Planning and Business Continuity management service to West Midlands Fire Service (WMFS) under a Collaboration Agreement. However, at the time of reporting a date for the transfer had not been agreed.</p> <p>Whilst work continues in preparation for the merger with WFMS day to day work is also ongoing, adequate arrangements are in place with regards to both Emergency Planning and Business Continuity prior to implementation of the new arrangements. Priority one service areas are in the process of reviewing and updating existing business continuity plans. All legal requirements are being met and the team are now starting to hit leading practise indicators for resilience.</p> <p>The Resilience Board have approved a three-year work plan detailing the aims and objectives of the Resilience Team for the period 2018 - 2021. Updates on progress against the plan will be provided to the Resilience Board on a quarterly basis. Examination of the plan identified that five aims have been established and are as follows:</p> <ul style="list-style-type: none"> To ensure a smooth transitional period between City of Wolverhampton Council Resilience Team and WMFS Emergency Planning Team. To improve the council's ability to maintain delivery of critical services during a disruptive event. To embed the generic emergency planning structure through continued training, exercise and improvement to enhance the council's ability to co-ordinate the response to a spectrum of risks. To develop and maintain risk specific emergency plans, as identified through the National Risk Register, for the City of Wolverhampton. To improve the approach to multi-agency emergency planning and community resilience within the City of Wolverhampton. <p>It has been decided that this risk will remain at 12 until new the arrangements are in place and become embedded.</p>
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9 01/14	<p>City Centre Regeneration</p> <p>If the City Centre Regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"> the attraction of private sector investment the creation of space to accommodate new businesses and economic growth the enhancement and creation of visitor attractions the creation of well-paid employment retention of skilled workers the creation of residential opportunities a functioning city centre offer that serves the residents of the City a reduced demand on Council services <p>Risk owner: Richard Lawernce Cabinet Member: Cllr John Reynolds</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5		Impact					12 Amber		12 Amber	12* Amber On-going	<p>Risks are being managed across the City Centre programme to address the potential for delayed delivery and cost overrun. With regards to key projects the following is noted:</p> <ul style="list-style-type: none"> The i9 office development is now fully funded and marketing the building to potential occupiers has begun. The main contractor has been appointed, works are due to commence in February 2019. Implementation of Westside is challenging largely due to commercial negotiations with operators and their changed requirements which have been factored into the design of the overall scheme. The Leisure and Food and Beverage sectors nationally are in retrenchment which means operators are pushing for better terms to open in new schemes. Despite this, the developer reports strong commitment from leisure operators to be part of the scheme. Proposals to enhance key areas of public realm throughout the city as identified within the Connected Places Strategy delivery plan are progressing with Westside Link, Cleveland Boulevard and Springfield Link due for commencement in early 2019. These works will seek funding from the Local Enterprise Partnership off the back of outputs secured through the associated major developments. Advanced discussions are ongoing with a high-calibre developer with regards to bringing a comprehensive residential-led mixed use scheme to Canalside South. A joint study between the Council and Canal and River Trust (with funding support from the Homes England) has been completed which will result in a phased masterplan proposal with clear routes to delivery. A design for City Learning Quarter is ongoing to meet the needs of user groups. Enabling works around land acquisition is continuing. The delivery programme is challenging and options around a phased decant for the college are being appraised. 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.
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15 01/14	<p>Emergency Planning</p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of a major incident. Failure to train sufficient numbers of staff to undertake the roles in our plans that assist our residents in emergencies and protect the council's reputation from damage. Failure to audit the emergency response plans and capabilities of third party organisations that deliver statutory services on behalf of the council.</p> <p>Risk owner: John Denley Cabinet Member: Cllr Hazel Malcom</p> 	12 Amber	➔	12 Amber	8 Amber March 2019	For full details see risk 8 – Business Continuity above. As previously reported, at their meeting on 25 April 2018 Cabinet approved plans to transfer the overall day to day management and delivery of Council’s Emergency Planning and Business Continuity management service to WMFS under a Collaboration Agreement. However, at the time of reporting a date for the transfer had not been agreed. It has been decided that the score for this risk will remain at 12 until the new arrangements are in place and become embedded.

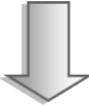
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22 01/17	<p>Skills for Work and Economic Inclusion</p> <p>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for council services.</p> <p>Risk owner: Meredith Teasdale Cabinet Member: Cllr Lynne Moran</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="6">Impact</td> <td></td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5	Impact							10 Amber		10 Amber	10* Amber On-going	<p>Since last reported the following is noted;</p> <ul style="list-style-type: none"> www.wolvesworkbox.com launched in June 2017 as the virtual front door to skills and employment support in the city. To date (November 2018) there have been over 265,000 unique visits and over 100 organisations promoting their offer. Over 3500 residents have signed up to receive information. Workbox continues to be developed with information about, English as a Second Language, Health and Work and Careers into Care. Wolves at Work is a joint partnership between DWP and the Council aimed at supporting 3000 residents into sustained employment over three years. There are 30 work coaches across the two organisations. It has so far exceeded its' targets and has to date supported 3,293 local people to gain employment – around 45 percent of which are aged 18 to 29. Wolves at Work is also targeting offenders and rough sleepers. IMPACT is a Black Country wide European Social Fund, Youth Employment Initiative project that has recently had funding extended until 2021. The project aims to support young people 16 to 29 who are not in employment, education and training (NEET). Over 1500 young people have been engaged to date with over 600 achieving positive outcomes i.e. into training or employment. Connexions supports young people who are 14 - 19, or with Special Educational Needs who are under 25 to access education, employment or training. 94.3 % of (academic age) 16 and 17 year olds in the City were in learning at the end of March 2018. This is measured as an average between January and March. This was a peak in performance, being the highest average percentage for the same period for 6 years. A new council Apprenticeships Programme has been developed to increase the number of apprenticeships in the Council and maximise Levy spend. Opportunities are available for employees to access training across a wide range of levels and areas. 170 employees are currently undertaking training to upskill. Information about apprenticeships is now included on Workbox showcasing case studies and how to get an apprenticeship in the city. The 5th annual Business Programme was held between 23 September – 3 October 2018 offering a range of events aimed at showcasing the city's business and investment profile whilst
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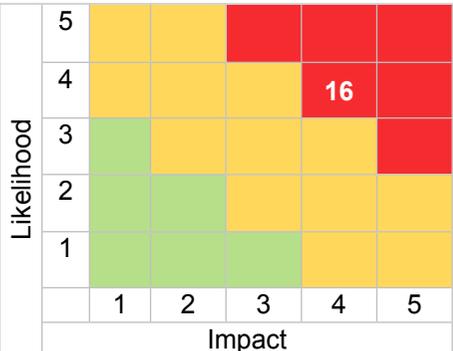
Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date	Comment
						<p>providing dedicated activities to support businesses in the city in order to assist economic growth.</p> <ul style="list-style-type: none"> • The annual jobs fair was held at the Molineux on 14 September 2018 with over 40 employers showcasing jobs available to City residents. Attendees also had the opportunity to find out about training opportunities available to them. • The City Council have announced a 12 - month partnership with Ebay, the Retail Revival Project aims to support more than 100 small firms in and around the City by helping them start up or expand their online presence. • The Council's Social Charter has now captured over 20 developments which are taking place on the city. The Charter puts in place a number of clear pathways for residents and young people in the city through employment, apprenticeships, pre - apprenticeships and school visit, as well as links to our local businesses • With regards to the recent concerns with national retail chains, the Council continues to maintain regular dialogue with key stores, in the city. The recent news about House of Fraser prompted a swift response and a support package was offered to employees, if needed.

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23 01/17	<p>Cyber Security</p> <p>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.</p> <p>Risk owner: Gail Rider Cabinet Member: Cllr Val Gibson</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5	Impact							10 Amber		10 Amber	10* Amber Ongoing – Dependent on cyber world-wide cyber incidents	<p>The level of this risk remains at ten as there are no imminent threats to Local Government at present. Maintaining robust, secure and up-to-date technology defences continues to be the Council's first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. System back-ups continue to be undertaken in accordance with agreed time-tables and practise restores to the Council's non-production area are ongoing to ensure that back-ups have been undertaken correctly and can be restored. Since last reported it is noted;</p> <ul style="list-style-type: none"> The Council's firewalls were upgraded during January 2018. The routine patching schedule continues to ensure protection against newly discovered threats and vulnerabilities. The continued move to the cloud is being undertaken whilst ensuring minimal disruption to services. The move to the cloud is only undertaken when it is the right decision for the business, decisions to move are made on a case by case basis. The Council's Public Service Network certification was granted in August 2018. A Security Engineer has been tasked with ensuring that all minor outstanding items on the PSN action plan are resolved during the year resulting in a much-reduced audit next year. An independent body, NTA Monitor undertook an internal and external health-check during February 2018, ICT are in the process of rectifying issues identified. Due to a threat in November two factor authentication will be implemented across the authority on a conditional basis, which will result in additional security levels for authentication. <p>Information Cyber-Security policies identify the good practices that need to be adopted by the Council. These, along with other Human Resource and Information Governance policies, are regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities. Employee awareness of potential threats and good working practices, through mandatory and associated training, continue to enhance the understanding of cyber security and, help to minimise the opportunities. ICT work closely with Information Governance to maintain relations and high levels of security.</p>
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29 12/17	<p>Fire Safety – Public Buildings</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: Andy Moran Cabinet Member: Cllr Peter Bilson</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 March 2019	<p>The Council is the Responsible Person for public buildings. The named Responsible Person is now the Director of Commercial Services.</p> <ul style="list-style-type: none"> 98% of public buildings currently have a fire risk assessment (FRA). Existing FRA's have been reviewed and new FRA's commissioned where required, 90% of corporate buildings and 55% of community schools have a suitable and updated FRA. 100% of corporate buildings and community schools will have a suitable, updated FRA by March 2019. FRA's identify actions required to improve fire safety, which are the responsibility of Corporate Landlord or the Site Duty-holder. However, Corporate Landlord retain oversight of all actions in order to ensure implementation. Corporate Landlord undertakes actions to both buildings and systems, for example maintaining and upgrading fire protection systems such as alarms and sprinklers. Sufficient resource(s) are required in terms of specialist staff to arrange works and funding to undertake the works. A fire safety expert is required in-house to enable the Council to fulfil its statutory duties, however recruitment to this post to date has been unsuccessful. There is also a funding gap to undertake the required fire safety works, Corporate Landlord are looking at proposals to address this. The role of Site Duty-Holder was launched in June 2018. Corporate Landlord will support Site Duty-Holders in fulfilling their responsibilities, for example by arranging training for 500 fire marshals, in conjunction with Workforce Development. Corporate Landlord will develop online fire log books during 2018 and will undertake six monthly site audits to ensure that Site Duty-Holders are undertaking required actions. Corporate Landlord has implemented liaison arrangements for I10, I11 and will also implement arrangements for other buildings in multiple occupation. There is an elevated level of fire risk at the former Dudley Road School site, which is leased to Blakenhall Action Community Forum (BACF). Whilst until recently scheduled for closure, the future of this site is again under review.
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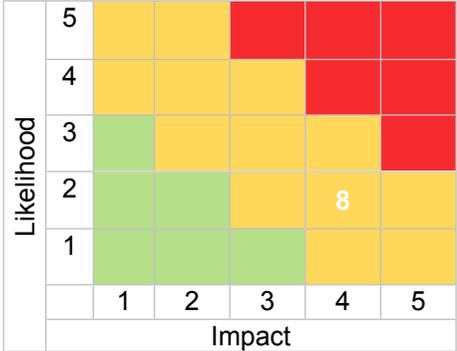
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						<ul style="list-style-type: none"> It is noted that whilst Corporate Landlord manages fire risk actions and regular ongoing checks for corporate buildings, community schools have delegated responsibilities. Schools are requested to provide a fire log return half-termly and updated copies of their FRA action plans to demonstrate that regular fire safety checks are being undertaken, along with training and review of emergency arrangements. Returns from schools are in the process of being reviewed and any outstanding returns will be escalated via the Head of School Organisation. Annual visits to schools are undertaken to assess fire safety arrangements. Work is underway to ensure that Building Schools for the Future (BSF) schools are fire safety compliant.

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30 01/18	<p>Civic Halls</p> <p>There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the revised Civic Halls refurbishment programme is not effectively managed in terms of project timings, costs and scope.</p> <p>Risk owner: Ged Lucas Cabinet Member: Cllr John Reynolds</p> <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					16 Red		12 Amber	10* Amber Ongoing	A separate report regarding the Civic Halls is being presented to Committee by the Programme Director – Civic Halls.
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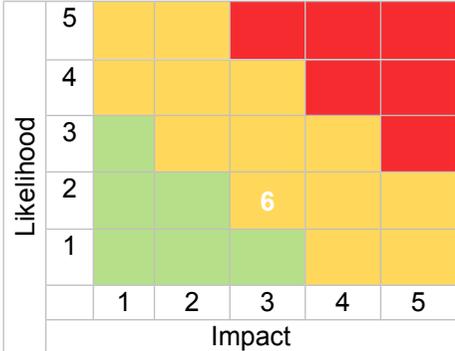
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35 11/18	<p>Brexit</p> <p>There is a risk that the implications of Brexit, particularly a no-deal Brexit could have a negative impact on the Council and the wider City.</p> <p>Risk owner: Jennifer Brake Cabinet Member: Cllr Roger Lawrence</p>  <table border="1" data-bbox="219 555 672 906"> <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>16</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>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	16	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	Yellow	Yellow	1	Green	Green	Green	Yellow	Yellow			1	2	3	4	5			Impact					N/A	N/A	16 Red	12 Amber* Ongoing dependant on external political factors	<p>Due to current levels of political uncertainty surrounding Brexit and the possibility of a no-deal Brexit this risk has been assessed as red. It is envisaged that the level of risk will vary significantly between now and the 29 March 2019, when the UK are scheduled to leave the European Union.</p> <p>Work to prepare for Brexit (both with and without a deal) is underway, brief details are outlined below:</p> <ul style="list-style-type: none"> Continual monitoring of the ongoing political situation to identify and prepare for potential impacts across the Council and within City of Wolverhampton. This includes ensuring that appropriate arrangements are in place in the event of a snap general election or referendum. A number of workstreams have been established to identify impacts on businesses and regeneration within the City and review where and how the Council can provide appropriate support. Regional work alongside partners such as the Black Country Local Economic Partnership (LEP) and West Midlands Combined Authority (WMCA) is ongoing, regular updates are provided to the City Board. The Council are awaiting the results of the Government's consultation into the UK's Shared Prosperity Fund which will replace some of the funding currently received from the EU. Work is ongoing to identify how this fund will be distributed and to ensure the Council are in a position to comply with the governance arrangements surrounding the new fund. A review of procurement activities is being undertaken to identify trends and increasing costs. Work is ongoing to ensure that the Council is in a position to respond to incidents that may occur in the event of a no-deal. Appropriate communication packages (both internal and external) will be developed when more information with regards to the impact of Brexit is available. <p>Regular updates on progress and details of the work being undertaken in preparation for Brexit are provided to the Strategic Executive Board (SEB).</p>
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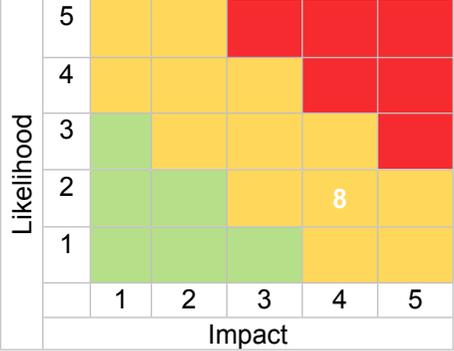
- The following are the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																											
3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> that the handling and protection of its data is undertaken in a secure manner and consistent with both the provisions of the Data Protection Act 1998 and the General Data Protection Regulation (GDPR) which came into force during May 2018; compliance with the Freedom of Information Act and Environmental Information Regulations; <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Val Gibson</p> <div data-bbox="253 667 707 1018" style="border: 1px solid black; padding: 5px;"> <table border="1"> <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> </div>	Likelihood	5						4						3						2				8		1							1	2	3	4	5		Impact					12 Amber		8 Amber	4 Amber Nov 2019
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Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																													
7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Emma Bennett Cabinet Member: Cllr Sandra Samuels OBE and Cllr Paul Sweet</p>  <table border="1" data-bbox="250 512 707 863"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>8</td> <td>Yellow</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	8	Yellow	1	Green	Green	Green	Yellow	Yellow			1	2	3	4	5			Impact					8 Amber		8 Amber	8 Amber On-going
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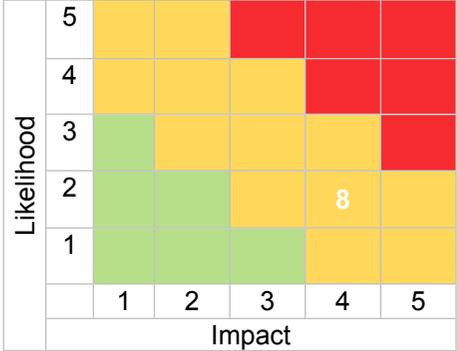
Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																										
14 01/14	<p>School Improvement</p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in maintained schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Meredith Teasdale Cabinet Member: Cllr Lynne Moran</p> <div data-bbox="250 560 705 911" data-label="Figure"> <table border="1" data-bbox="250 560 705 911"> <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>4</td><td>Yellow</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> </div> <p>*In accordance with the Schools Causing Concern Guidance – February 2018, the Council attend regular meetings with the Regional School Commission and notify them of any concerns surrounding Academies.</p>	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	4	Yellow		1	2	3	4	5		Impact					4 Amber		4 Amber	4 Amber Target achieved 95% maintained schools @ good or above
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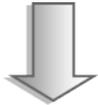
Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																																	
24 01/17	<p>Maximising Benefits from West Midlands Combined Authority</p> <p>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it.</p> <p>Risk owner: Tim Johnson Cabinet Member: Cllr Roger Lawrence</p>  <table border="1" data-bbox="250 507 705 858"> <tr> <td></td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Likelihood</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> </tr> <tr> <td></td> <td colspan="5">Impact</td> <td></td> </tr> </table>		5							4							3							2		6					1						Likelihood	1	2	3	4	5			Impact						6 Amber		6 Amber	3 Green April 2019
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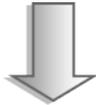
Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																										
25 03/17	<p>Payment Card Industry Data Security Standard</p> <p>If the Council does not put in place appropriate systems, procedures and technologies to ensure agent-led telephone payments are compliant with the Payment Card Industry Data Security Standard, there is a risk of data breaches which may result in regulatory action, financial penalties and reputational damage.</p> <p>Risk owner: Claire Nye Cabinet Member: Cllr Louise Miles</p>  <table border="1" data-bbox="253 579 707 930"> <tr> <td>5</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>8</td> <td>Yellow</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	5	Yellow	Yellow	Red	Red	Red	4	Yellow	Yellow	Yellow	Red	Red	3	Green	Yellow	Yellow	Yellow	Red	2	Green	Green	Yellow	8	Yellow	1	Green	Green	Green	Yellow	Yellow		1	2	3	4	5		Impact					8 Amber		8 Amber	4 Amber May 2019
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27 06/17	<p>Safety concerns around the City's tower blocks</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: Kate Martin Cabinet Member: Cllr Peter Bilson</p> <div data-bbox="253 547 707 898" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <table border="1"> <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;"></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> </div>	Likelihood	5						4						3						2						1							1	2	3	4	5		Impact					5 Amber		5 Amber	5 Amber Target achieved
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Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																													
28 10/17	<p>Health and Safety</p> <p>Through failure to use safe working methods the Council may be exposed to regulatory action, financial penalties and reputational damage.</p> <p>Risk owner: Claire Nye Cabinet Member: Cllr Val Gibson</p> <div data-bbox="250 513 705 868" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <table border="1"> <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 style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table> </div>	Likelihood	5						4						3						2				8		1								1	2	3	4	5			Impact					8 Amber		8 Amber	4 Amber To fall in conjunction with other Health and Safety associated risks.
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Risk ref	Risk title and description	Previous score (Aug 2018)	Direction of travel	Current score (Nov 2018)	Target score and date																																											
32 06/18	<p>Waste Management Services</p> <p>If the Council does not manage the changes to Waste Service Delivery effectively there is a risk that savings targets will not be delivered, and reputational damage may be incurred due to issues with waste collections.</p> <p>Risk owner: Tim Johnson Cabinet Member: Cllr Steve Evans</p>  <table border="1" data-bbox="250 523 707 874"> <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 Upon full implementation of all the changes to waste management services
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33 06/18	<p>Governance of Major Capital Projects and Programmes</p> <p>The Council will fail to maximise opportunities and incur significant reputational and financial risks if major capital projects are not effectively managed, monitored and reviewed, in terms of project timescales, achievement of milestones and costs.</p> <p>Risk owner: Kevin O'Keefe Cabinet Member: Cllr John Reynolds</p> <div data-bbox="250 536 707 888"> <table border="1"> <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> </div>	Likelihood	5						4						3						2				8		1							1	2	3	4	5		Impact					12 Amber		8 Amber	4 Amber June 2019
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34 06/18	<p>Wolverhampton Interchange Programme (Train Station)</p> <p>There is a significant reputational and financial risk to the Council and to the City's wider visitor economy if the Interchange programme and specifically the train station is not effectively managed in terms of project timings, costs and scope.</p> <p>Risk owner: 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> <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>8</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 colspan="4"></td> </tr> <tr> <td colspan="10">Impact</td> </tr> </table>	Likelihood	5									4									3									2				8					1										1	2	3	4	5					Impact										12 Amber		8 Amber	4 Amber June 2019
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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.