

Strategic Risk Register Summary @ November 2021

Appendix A

Profile of Current Strategic Risk Scores

Red	4, 21a, 27, 27a, 42a, 53, 54, 56, 59, 61
Amber	6a, 6b, 27b, 50, 55, 58, 60
Green	57





1. Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities




4. Quality homes in thriving neighbourhoods




5. A strong and inclusive economy




6. A connected and accessible Sandwell


Risk Ref	Risk Title and Description	Previous risk score (Jun 2021)	Movement in risk score	Current risk score (Nov 2021)	Target risk score and date	Progress to Date (incl. risk mitigations and further actions)																															
4 07/12	<p>Children’s Social Care</p> <p>If the Council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children’s Trust addresses the areas of poor or inconsistent performance, as outlined by Ofsted (and as required by the Statutory Direction served on the Council by the Secretary of State on 6 October 2016), with rigour and pace, then the Council will fail in its responsibilities to:</p> <ul style="list-style-type: none">• Safeguard vulnerable children• Promote and improve the outcomes of children in its care• Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it• Improve the continued adverse affect on the Council’s reputation. <p>Risk Area – Children’s Services</p> <p>Risk Owners – Director of Children’s Services</p> <p>Objectives impacted: 1 and 3</p>	16 (red)		12 (red)	8 (amber) Requires Improvement Next full Ofsted inspection expected in 2022	<p>Measures to manage the risk continue to include:</p> <ul style="list-style-type: none">• Progress against KPIs which are monitored and overseen by the Operational and Strategic Partnership Boards. Performance against KPIs has been good with areas continuing to improve.• The Department for Education chaired Improvement Board continues to have oversight of progress against the refreshed improvement plan.• The most recent Ofsted inspection of the Fostering service, rated all areas as ‘Good’, demonstrating a positive direction of travel.• The full Ofsted inspection is likely to be early in 2022.• Completion of case file audits and learning from the audit and the resultant activity is used to ensure practice improvement.• Improvements in staffing levels over recent weeks have resulted in an increase in the number of Social Workers and Advanced Practitioners that have commenced employment or will be starting over the coming weeks. This, alongside the positive Ofsted rating for fostering services has resulted in the reduction in the risk score.																															
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6a 10/07	<p>Emergency Planning</p> <p>If the Council does not put in place effective arrangements to plan and mitigate against national, regional or local emergencies as defined by Part 1 of the Civil Contingencies Act 2004 (CCA) then this will result in:</p> <ul style="list-style-type: none"> Actual or anticipated failure to adequately protect vulnerable persons Failure to support the emergency services Loss of public confidence in the Council Failure to fulfil Civil Contingencies Act responsibilities <p>Risk Area – Neighbourhoods and Communities</p> <p>Risk owner – Director of Borough Economy</p> <p>Objectives impacted: All</p>	8 (amber)		8 (amber)	4 (green)	<p>The Covid-19 pandemic continues to test and provide assurance on the robustness and effectiveness of the Council's emergency preparedness and planning arrangements.</p> <p>Mitigations include:</p> <ul style="list-style-type: none"> Continued governance arrangements in place to oversee and support the Council's response to managing community transmission of Covid-19 Regular communications to residents and businesses to ensure they understand the steps that need to be taken to control the spread of infection and also to understand and allay any continued concerns around vaccination. Participation in the West Midlands Local Resilience Forum (LRF). Contribution to the Community Risk Register (CRR) via the Risk Assessment Working Group. The CCR informs the capabilities and plans required of partners and is approved by LRF. Ongoing review and maintenance of other emergency plans including the Sandwell Emergency Plan; Rest Centre Plan; Humanitarian Assistance Centre Plan; Sandwell Flood Plan; Extreme Weather Plan; Black Country Excess Deaths Plan; Sandwell Borough Evacuation Plan; and the Emergency Transport Plan. The recovery plan continues to be implemented and is informed by the lessons learned to date and risk assessments to see where further improvements can be made. A review of the Council's response over the last 1-2 years will be undertaken and a report will be presented through Scrutiny to Cabinet by April 2022.


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6b 04/18	<p>Business Continuity Management (BCM)</p> <p>If the Council does not develop, review, monitor and test plans and capabilities that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision of Council services and result in potential financial loss and loss of public confidence in the Council.</p> <p>Risk Area – All Council services Risk owner – Director of Borough Economy Objectives impacted: All</p>	9 (Amber)		9 (amber)	6 (green) April 2022	<p>Business continuity plans are in place to mitigate the denial of; staff (e.g. illness, industrial action), ICT (e.g. software failure, cyber attack), facilities (e.g. building closure), stakeholders (e.g. suppliers, partners).</p> <p>The pandemic has continued to provide some assurances around the robustness and effectiveness of the continuity of key functions over the last 18 months, whereby Council wide business continuity plans have been tested through a shift to working remotely.</p> <p>All plans are being updated to incorporate organisational structure changes, working practice changes and updated arrangements will be reported through Scrutiny to Cabinet by April 2022.</p> <p>The Council continues to seek ongoing assurances over the resilience of its supply chains in the care provider market in respect of the arrangements in place in the event of any significant exit of care workers from the care sector.</p>

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21a 06/15	<p>Compliance with the Data Protection Act 2018 (DPA 2018), the General Data Protection Regulations (GDPR) and Freedom of Information Act 2000 (FOIA)</p> <p>If the Council does not ensure it has a robust framework in place to comply with the DPA 2018 (which includes GDPR) or FOIA then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply will result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legal action.</p> <p>Risk Area – Legal & Governance Risk Owner- Director of Law and Governance Objectives impacted: 3</p>	12 (red)		12 (red)	8 (amber) June 2022	<p>The measures in place to manage this risk continue to include:</p> <ul style="list-style-type: none"> The Information Governance Board which is chaired by the Senior Information Risk Owner (SIRO) and which meets monthly to monitor progress against the information governance (IG) workplan. The annual completion of and compliance with the NHS self- assessment toolkit -NHS Digital which demonstrates the Council processes in place to meet the requirements of the NHS's data protection standards and sharing arrangements. Annual review of the IG framework and regular update and review of the related policies including, mobile phone use, Whatsapp for Business guidance, MS Teams guidance and email use policy. The Council's data retention policy has been reviewed and updated and will be presented to Cabinet for approval in the coming weeks. Work will continue to be progressed and monitored by directorates to ensure the records held by the Council align to the approved retention policy. The target date reflects the timescales to complete this work.


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27 06/09	<p>Medium Term Financial Strategy and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and Covid-19. If the Council is unable to identify sufficient savings and put in place the necessary policies, processes and actions to manage pressures and manage its plans, then this will impact on the Council's ability to effectively discharge its statutory responsibility to set a balanced budget for future years.</p> <p>Risk Area – Finance & Resources Risk owner- Director of Finance Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) Dependent upon announcements of Comprehensive Spending Review	<p>Managing the Council's financial position over the medium term remains extremely challenging. Work is underway to prepare a balanced budget for 2022/23 and to identify savings, income generation and transformation projects. The forecast gap for 2022/23 has increased from the position in the current MTFP. Savings targets have been set for Directorates and workshops have been held with Leadership Team and Cabinet. A draft budget report will be reported to Cabinet in December setting out a number of savings proposals in order to ensure a balanced and sustainable budget is achieved for 2022/23. A review of earmarked and unallocated reserves has also taken place to ensure the Council's reserves are sufficient to meet the risks it faces. The MTFP will also be updated a part of the budget setting process and will incorporate the impact of the Spending Review 2021 and Local Government Finance Settlement (expected in December).</p>																															
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27a 06/21	<p>Future Government Policies and Funding Sources</p> <p>If the government does not provide local authorities clarity over the future plans for health and social care reforms, the public health grant, Better Care Fund, future years funding and continuing, with one year funding settlements then this inhibits local authorities to effectively manage medium term/ three year plans and put in place the necessary processes and actions to manage future pressures. This will impact on the Council's ability to deliver sustainable services to the people of Sandwell and effectively discharge its statutory responsibility to set a balanced budget for future years</p> <p>Risk Area – Finance Risk owner- Interim Chief Executive Objectives impacted: All</p>	red		16 (red)	8 (amber) Dependent upon future government announcements	<p>This risk was identified as a consolidation of previous risks within the strategic risk register and the Covid-19 risk register in respect of a national funding solution for children's social care; risks around the government only providing local authorities with one year settlements, the health and social care reforms; government funding for school place planning and future funding for public health and the Better Care Fund.</p> <p>Due to the uncertainties that are currently prevalent around all of these funding sources, the risk continues to be assessed as very high. Whilst the Spending Review 2021 has now been announced, the actual impact for Sandwell won't be known until the Local Government Finance Settlement is announced in December. It's also unclear at this stage whether the settlement will be multi-year.</p>

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27b 10/21	Budget Monitoring and Management If the Council does not put in place effective arrangements to monitor and manage the current year's budget to ensure that planned savings are achieved and efficiencies realised, then it will result in overspends and the resilience of the Council's finances.	n/a	n/a	9 (amber)	6 (green)	Aspects of this risk were previously reported under risk 27. The risk has been separated from risk 27 to ensure there is a focus on the current year's budget and planned savings and that this is monitored. Measures in place to manage this risk include the financial management processes that the Council has in place including budgetary control and the regular reporting of financial performance to Leadership Team, Budget Board, Scrutiny and Cabinet. The budgetary position for Quarter 1 was reported to Cabinet on 1 September 2021 and a further update on the progress up to Quarter 2 will be reported in November 2021. The Quarter 1 position noted projected pressures against the approved budget for the year of £7.6m. The pressures have arisen largely due to services continuing to experience the financial impact of Covid and in particular, a significant loss of income due to suspended or significantly reduced services. The position for Qtr 2 is still being finalised at the time of writing this report, but increased pressures on Adult Social Care demand are being experienced which will impact on the overall position reported for Qtr 2. The pressures for 2021/22 are expected to be managed through the centrally held unused Covid grant funding from 2020/21 and additional grants received or anticipated for 2021/22. Uncertainty over the ongoing impact of Covid-19 upon Council services, especially income generation make meaningful projections difficult. However, assuming an incremental return to business as usual by the end of 2021/22 it is anticipated that the Covid funding available will be sufficient to offset any cost pressures																														
	Risk Area – Finance & Resources Risk owner- Director of Finance Objectives impacted: All	<table><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td>9</td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td></tr><tr><td>1</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></tr><tr><td colspan="6">Impact</td></tr></table>				Likelihood	4					3			9		2					1						1	2	3	4	Impact				
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						and income reductions. As such, this is informing the current assessment of this risk as amber. CIPFA are also undertaking a review of the Council's Financial Management arrangements using their Five Star Financial Management Model. The outcome of this review may inform this risk going forward.
42a 02/17	Cyber Security If the Council does not have a co-ordinated approach and understanding of its existing cyber security controls or those available to it, together with an analysis of identifiable gaps, then this could expose the Council to cyber-attack resulting in: <ul style="list-style-type: none"> The inability of the Council to deliver services, particularly critical services for a significant period of time The loss of corporate and sensitive personal data (including bank details) Enforcement action Significant financial loss and Reputational damage Risk Area – Information Governance and ICT Risk Owner – Director of Business Strategy and Change Objectives impacted: All	12 (red)		12 (red)	8 (amber) September 2022	This risk continues to be managed through the current measures in place and ongoing work programme which include: <ul style="list-style-type: none"> Regular meeting of the Cyber Board who monitors progress against the cyber improvement plan. Quarterly updates on all work undertaken to the Leadership Team and Corporate Scrutiny Board. Training for all staff through the implementation of the meta-compliance annual training Regular communications continue to be sent to employees around the risks of remote working, password security, etc. Attendance at national C-Tag forums and West Midlands Warning, Advice and Reporting Point (WARP) where members can receive and share up-to-date advice on information security threats, incidents and solutions. Adoption of the Active Cyber Defence tools provided by the National Cyber Security Centre New Windows 10 refresh being tested before deployment to all employees during 2022. Replacement of the Council's Storage Area Network, including procurement of additional ransomware protection tools. Replacement of the Council's server platform.

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						<ul style="list-style-type: none"> • Completion of Multi Factor Authentication pilot and subsequent deployment in 2022. • Development of a second data centre to enhance business resilience. • Procurement of new contact centre telephony to replace unsupported hardware and software. <p>The above measures will also enable certification of the Public Services Network which remains in deferred status at present.</p>
50 01/18	<p>Commonwealth Games Aquatic Centre</p> <p>If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.</p> <p>Risk Area – Neighbourhoods</p>	8 (amber)		8 (amber)	4 (green) Summer 2023	<p>Work on site continues to progress well since main construction commenced in January 2020.</p> <p>Good progress has been made on the Aquatics Centre in a difficult construction market with the building now being watertight and work on finishes now well underway. The project remains on target to be delivered on time and on budget prior to the 2022 Commonwealth Games. As there is a significant</p>


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	<p>Risk Owner – Director of Regeneration and Growth</p> <p>Objectives impacted: 2, 5 and 6</p>	<table><tr><td rowspan="5">Likelihood</td><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></td><td>8</td></tr><tr><td>1</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></tr><tr><td colspan="5">Impact</td><td></td></tr></table>			Likelihood	4					3					2				8	1						1	2	3	4	Impact							construction project to complete following the Games to prepare the building for opening to the public in the summer of 2023 and given current market pressures in the construction industry the risk of this project remains Amber.
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53 04/18	<p>Oracle e-Business Suite (previously Business Management System)</p> <p>If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in:</p> <ul style="list-style-type: none">• The Council's business system being unsupported• Inability to transform services that would enable processes to be more efficient• Non compliance/ misalignment with other Council policies and projects such as Organisational development, the digital strategy, Work Place	12 (red)		12 (red)	8 (amber) June 2022	<p>The current system used by the Council becomes unsupported by Oracle from 31 December 2021.</p> <p>The measures in place to manage this risk include:</p> <ul style="list-style-type: none">• Project management and governance arrangements are in place including a Project Board, team, plan, project sponsor and a project manager.• The first phase of the project plan was to go live in October 2020 and subsequent phases / sprints were planned to carry out service improvement and system functionality improvement works thereafter. As a result of the pandemic, the completion of the first phase has been significantly delayed. A number of other Oracle users, including Local Authorities have experienced difficulties migrating to the cloud solution due to the pandemic and the complexity of the project. Consequently, Oracle have confirmed that they																																

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	<p>Vision and the IT transformation programme.</p> <p>Risk Area – Finance & Resources</p> <p>Risk Owners – Director of Finance Director of Business Strategy and Change</p> <p>Objectives impacted: All</p>					<p>will provide 'market driven support' for EBS Version 12.1 until 31 December 2023. This is additional to the current contract which gives the Council licence to use the software and means that EBS Version 12.1 will be fully supported with patches to ensure the software is sustainable and compliant with legislation until the end of 2023. The Council are currently negotiating the terms of this market driven support to take effect in 2022.</p> <p>The risk as currently worded however, is about having an unsupported system and ensuring service transformation to enable efficient processes and digital transformation. As the pandemic continues and the Council negotiates the terms of the additional support for 2022 however, it remains as an ongoing risk to the delivery of the project.</p>
54 05/21	<p>Special Educational Needs and Disabilities (SEND)</p> <p>If the Council is not able to appropriately support children with Special Educational Needs and Disabilities within the budget available, the impact on their life chances will be affected, the Council will likely be subject to increased Tribunals, and the Council's reputation will be adversely impacted.</p> <p>Risk Area – Children's Services</p> <p>Risk Owners –Director of Children's Services</p> <p>Objectives impacted: 1 and 3</p>	12 (red)		12 (red)	8 (amber) February 2022	<p>The management of the risk continues to include:</p> <ul style="list-style-type: none"> Assurance provided from the Operational Group. A SEND Transport working group is in place. This group has corporate membership from across the Council and is chaired by the Group Head for Education Support Services. An action plan is in place and is being closely monitored to ensure it delivers on the outcomes required. The Council's Children's Services and Education Scrutiny Board has oversight and a report on the findings of the Scrutiny review into SEND transport was considered by the Board in September 2021. Subsequently, recommendations were made to Cabinet on 20 October, covering the commissioning of SEND Transport for the end of the current extended contract period (February 2022), matters relating


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						<p>to the longer-term delivery of SEND Transport and other, more general, recommendations on the topic.</p> <ul style="list-style-type: none"> Reviews into the procurement process for SEND transport have also taken place by the Council's Internal Audit service and reviews by the Chair of the Council's, Audit and Risk Assurance Committee (ARAC) and the Council's external auditors are ongoing and will be reported to the ARAC in due course.
55 03/21	<p>Implementation of External Audit Recommendations</p> <p>If the Council does not put in place and successfully implement an action plan on a timely basis to address the recommendations made by the Council's external auditors in its Audit Findings Report (AFR), then this may result in future audits providing a qualified opinion, additional audit costs being incurred and reputational harm to the Council.,</p> <p>Risk area- Finance</p> <p>Risk owner – Director of Finance</p> <p>Objectives impacted - All</p>	9 (amber)	➡	9 (amber)	6 (green) September 2022	<p>This risk has been included as a result of the Council's external Auditor's Audit Findings Report 2019/20 which was presented to the Committee at its meeting on 18 March 2021 and in September 2021.</p> <p>An update on the progress on the implementation of the recommendations made is being presented to the Committee as a separate agenda item and as such the mitigations in place and progress details are presented within that update.</p>


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56 04/21	<p>Towns Fund Programme</p> <p>If the Council fails to deliver the towns fund programme by identifying suitable projects, preparing robust full business cases and ensuring effective delivery then this will result in the inability to regenerate our town centres, create sustainable economic growth and create long term economic prosperity, and also reputational harm to the Council.</p> <p>Risk area- Regeneration and Growth</p> <p>Risk owner – Director of Regeneration and Growth</p> <p>Objectives impacted – 2, 3, 4, 5 and 6</p>	9 (amber)		12 (red)	6 (green) March 2022	<p>The towns fund programme has robust governance in place to oversee the programme including a Town Deal Board (superboard) and three Local Boards aligning to the town deal areas. Each Board level has clear responsibilities set out in the Governance arrangements approved by Cabinet on 16th June 2021. The responsibilities of the Town Deal Board align with the requirements of Government.</p> <p>The Council is the Accountable Body for the Town Deal funding. The Director of Regeneration and Growth chairs a Towns Fund Accountable Body Officers Group (which is also attended by the Director of Finance and officers from procurement and legal as well as all project leads) to review risks and provide a forum for resolution of issues, as well as seeking assurances on the management of risk.</p> <p>Towns fund and MHCLG advisors are regularly engaged to ensure that the programme is progressing.</p> <p>The assessment of this risk has increased as a result of delays in the production of business cases and the full establishment of the programme management office (due to programme manager sickness absence). Remedial actions are being implemented including, the transfer of a senior Regeneration Officer to manage the programme. An external recruitment process is underway and additional resources have been allocated to the production of some of the business cases.</p>


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57 06/21	<p>New Operating Model</p> <p>If the Council does not put in place effective arrangements to support new working styles for employees this could result in a detrimental impact on the health, well-being and motivation of employees as well as having a negative impact on the productivity and attendance of the workforce and effective delivery of key frontline services.</p> <p>Risk area- Transformation</p> <p>Risk owner – Director of Business Strategy and Change</p> <p>Objectives impacted - All</p>	6 (green)		6 (green)	3 (green) March 2022	<p>Measures already in place to manage the risk include:</p> <ul style="list-style-type: none"> Staff, Managers and Trade Unions being actively engaged in both recognising the current pressures and difficulties the workforce is facing as well as contributing to the new operating model. Regular communication and engagement with all stakeholders is ongoing. Existing HR policies and procedures are in place that provide the safety net and guidance, and where appropriate A review of corporate policies in relation to working from home with amendments made as appropriate to ensure the right support is available to employees in the new operating model, is also underway. Clear and managed health and safety policies and practices and risk assessments being in place. <p>In order to further mitigate this risk, a pilot of the hybrid working is being run from 18 October to January 2022, with a view to full roll out in February / March 2022. Directors and service managers have received their focal fixed home zone allocations and will be receiving individual service area allocations in the coming weeks.</p> <p>Assurances are being provided via the Work Place Vision Board. Success will be judged on the basis of the engagement scores the Council achieves in the pulse surveys that will be undertaken.</p>


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58 06/21	Equalities If the Council fails to meet its legal obligations in respect of the Equalities Act 2010 and Public Sector Equality Duty ensuring fairness is adhered to and is unable to demonstrate and evidence compliance with its obligations, then this will result in potential legal consequences for non compliance, reputational harm to the Council as well as potential impact on recruitment and retention. Risk area- Legal Risk owner – Director of Law and Governance Objectives impacted - 5	9 (amber)		9 (amber)	6 (green) TBC	<p>To ensure the continued management of this risk the following measures are in place:</p> <ul style="list-style-type: none"> An Equalities Commission has been set up with agreed Terms of Reference and a newly appointed Chair following the restructure of Cabinet. The Commission will report to the Leader of the Council and the interim Chief Executive. Three Stakeholder Groups, also with Terms of Reference have been set up including an Ethnic group; LGBT+ group and a Disabilities stakeholder group and are due to meet shortly. A fourth group in respect of Women is being set up following request from Trade Unions. Funding has been secured for 5 full time posts and the recruitment process is underway. An action plan has been developed based on feedback provided by employees across the Council along with gaps identified in the workforce diversity data as well as best practice put forward by other public-sector organisations. A robust governance framework to help monitor and review the objectives and actions in the plan are also in place. <p>Further analysis is now underway to understand some of the matters raised previously by these forums and once fully analysis has been completed, the action plan will be further updated and shape the work programme for the Commission. It is envisaged that the Council will have a good understanding of its equalities healthcheck by mid autumn. At this time, the risk assessment will be reviewed and updated.</p>

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Risk Ref	Risk Title and Description	Previous risk score (Jun 2021)	Movement in risk score	Current risk score (Nov 2021)	Target risk score and date	Progress to Date (incl. risk mitigations and further actions)
59 04/21	<p>Corporate governance</p> <p>If the Council fails to undertake and conduct its business in accordance with necessary governance principles and practices to ensure that its actions remain lawful and consistent with best practice and are sufficiently open and transparent, then this will result in challenges being made to the Council, reputational harm and loss of confidence in the Council</p> <p>Risk area- Governance</p> <p>Risk owner – Director of Law and Governance</p> <p>Objectives impacted - All</p>	12 (red)		12 (red)	8 (amber) March 2022	<p>Actions being taken to manage this risk include:</p> <ul style="list-style-type: none"> The Council's external auditors are currently conducting a governance review with a focus on the Council's perceived inability to move forward from historic/ legacy matters and the impact that this is having on the Council being able to move forward. The review is looking at how the Council's governance ensures that there is an effective focus on future plans and services and that member behaviour is appropriate. The recommendations from the review will be reported to the Audit and Risk Assurance Committee. The Council has put in place mechanisms to ensure lessons are being implemented including: The review of the members code of conduct Review of the ethical framework arrangements New arrangements for dealing with member complaints and a revised social media policy and gifts and hospitality policy The Council has embarked upon a scrutiny review, completion of which is expected this municipal year. Upgraded audio visual systems in the chamber. The Council has upgraded its Committee Management Information System to aid and support more open and transparent decision making. A review will be undertaken to update the decision making arrangements including the forward plan, report templates and report writing. A review of the Council's Constitution to ensure it remains fit for purpose. This will be overseen by the Governance and Constitution Review Committee.

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Risk Ref	Risk Title and Description	Previous risk score (Jun 2021)	Movement in risk score	Current risk score (Nov 2021)	Target risk score and date	Progress to Date (incl. risk mitigations and further actions)																													
						<ul style="list-style-type: none">Ensuring there is an effective role for Scrutiny particularly around pre decision making and policy development.																													
60 04/20	Health and Safety If the Council does not allocate resources and put effective arrangements in place to support, protect its residents and workforce and the people they come into contact with then there is a potential risk to health, wellbeing and life, resulting in negative reputational impact and also potential for future litigation claims against the Council. Risk area – HR and Public Health Risk owner – Director of Public Health and Director of Business Strategy and Change Objectives impacted – 1, 2 and 3	8 (amber)		8 (amber)	4 (green)	Mitigations continue to include: <ul style="list-style-type: none">Monitoring through staff surveys and manager briefings the levels of wellbeing in the workforce and the borough.A suite of preventative measures which include the wellbeing hub for employees with information and assistance on various matters including mindfulness, stress management , physical activities, etc.Support measures the Council has put in place to ensure that people are signposted to pathways to seek self help and therapy as required. This includes existing mental health strategies such as CAMHS, providing capacity and funding through grants to the voluntary community sector to ensure local provision is available for all.																													
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61 10/21	Partner Organisations / Contractors Service Delivery The Council works closely with partners and contractors to provide its services to its residents and businesses. In the event Partner organisations or contractors do not provide the required level of service to the public this may result in: <ul style="list-style-type: none">Efficient / good value for money / high quality services not being delivered	n/a	n/a	12 (red)	8 (amber)	<ul style="list-style-type: none">Robust contract Management and regular Performance MonitoringMonthly Senior Contract Monitoring MeetingsRegular financial health checks on key suppliers (frequency TBC but likely to be bi-annual)External Audit																													
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	<ul style="list-style-type: none"> Enforcement action Significant financial loss and Reputational damage <p>Risk Area – Corporate Services Risk Owner – Leadership Team Objectives impacted: All</p>					