

Appendix A

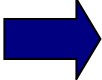
Profile of Current Strategic Risk Scores

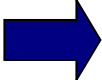
RED	4, 42a
AMBER	4b, 21a, 22a, 27, 38, 40, 45
GREEN	6a, 44


Draft Summary Strategic Risk Register @ July 2017

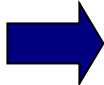
Corporate priorities	• Great People	• Great Place	• Great Prospects	• Great Performance
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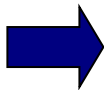


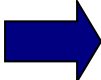
Risk Ref	Risk Title and Description	Previous score (March 2017)	Direction of travel	Current score (July 2017)	Target score and date	Comment																																						
4 07/2012	<p>Children’s Social Care</p> <p>If the council does not continue to build on the progress it has made in the delivery of children’s social care and to address the areas of poor or inconsistent performance, as outlined by Ofsted and the children’s services commissioner, 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 owner – Jim Leivers Cabinet Member – Councillor Hackett</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000; text-align: center;">12</td> </tr> <tr> <td>2</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> </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: #90EE90;"></td> </tr> <tr> <td></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> </table>	Likelihood	4					3				12	2					1											Impact						1	2	3	4		12 (red)		12 (red)	8 (amber) June 2018	<p>Children’s services continue to be one of the council’s key priorities. Since last reported, the Children’s Services Commissioner has submitted his third quarterly report to the newly appointed Minister for Vulnerable Children and Families. The report recognises the positive progress the council has made and notes the that the changes to the senior leadership reported previously and the renewed commitment by elected members are resulting in progress.</p> <p>Since the last review of this risk the following actions have been taken to manage this risk:</p> <ul style="list-style-type: none"> Increased project management support to the improvement programme. Improvements in communications with service staff. Positive recruitment campaign to increase social workers, team managers and group managers. Timely and effective processes in the Multi Agency Safeguarding Hub. <p>Actions to mitigate the risk further include:</p> <ul style="list-style-type: none"> Continuation of the recruitment programme to manage and reduce caseload sizes, which in turn will assist retention of social workers and improve the quality of case work and recording. Improve recording and quality of supervision through the weekly performance board meetings with the service director and managers. Further assessment of the medium term budget allocation to the service. <p><i>As a result of the above, the risk assessment continues to be assessed at red/ has reduced to</i></p>
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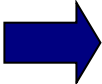
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						<i>amber.</i>																																	
4b 10/16	<p>Children's Trust</p> <p>If the council does not put appropriate and effective arrangements in place to set up the Children's Trust (to include agreement of the budget, staff and services to be transferred, accommodation, etc.) then it will delay the establishment and operations of the Trust in line with the Statutory Direction and impede the improvements required in the delivery of children's social care in Sandwell.</p> <p>Risk owner – Jan Britton/ Tara Malik Cabinet Member – Councillor Eling and Councillor Hackett</p> <table border="1"> <tr> <td rowspan="4">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</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: #90EE90;"></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> </tr> <tr> <td colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1							1	2	3	4	Impact						8 (amber)		8 (amber)	4 (green) by December 2017 (previously October 2017)	<p>The Statutory Direction served on the council in October 2016 directed the council to work with the Children's Services Commissioner, to transfer the council's children's social care services to a newly created children's trust. As noted above, the Commissioner has reported on the other aspect of his role and has noted continued excellent progress with the project.</p> <p>Since the previous risk review, the following actions have taken place in the mitigation of some of the key project risk areas:</p> <ul style="list-style-type: none"> • The Trust has been incorporated in the name of Sandwell Children's Social Care Trust as a company limited by guarantee. • Appointments to the Trust Board have been made and include the Chair (Rt Hon Jacqui Smith) and the two council non executive directors (Cllr Sanders and Stuart Lackenby). • Completion of the first draft of the Articles of Association and the Service Delivery Contract. • Agreement with the Department for Education of the council's funding bid for the additional costs of setting up and operations of the Trust. • Commencement of the procurement process of the building works. • Progress on the Ofsted registration progress. <p>Despite the above, there continue to be key risk areas for the project some of which are not in the direct control of the council and include:</p> <ul style="list-style-type: none"> • The timely appointment of the Chief Executive. • Agreement of the budget for the Trust. <p>As a result of the above, the risk assessment continues to be assessed at amber.</p>
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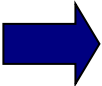
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6a 10/2007	<p>Emergency Preparedness</p> <p>Failure of the council to prevent or mitigate emergencies including any resulting from failures in its supply chain, warn & inform the public, co-ordinate with partners, continue to perform its critical functions during an emergency and to recover from disruptive challenge through the development of effective and timely business continuity management arrangements.</p> <p>IMPACTS:</p> <ul style="list-style-type: none"> Actual or anticipated failure to adequately protect the vulnerable Failure to support the emergency services Failure to continue to perform critical business activities Loss of credibility and reputation damage to the council Failure to fulfil Civil Contingencies Act responsibilities Major financial loss to the council. <p>Risk owner – Ajman Ali Cabinet Member – Councillor Costigan</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90; text-align: center;">6</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: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2			6		1						1	2	3	4		Impact					4 (green)		6 (green)	4 (green) June 2018	<p>This risk continues to be overseen by the council's resilience team.</p> <p>Since last reported on this risk, the preparation of business continuity plans continues through increased engagement by directorates on the preparation of plans for their services and the prioritisation of limited resilience officer resources to key service areas. At present, most priority 1 services have completed plans or draft versions in place. Focus has now also shifted to encouraging and assisting priority 2 and 3 services in completing their plans. At present 44% of the 16 priority 2 and priority3 plans have been completed.</p> <p>The corporate business continuity plan is a live document and is updated each time a service plan is reviewed or updated. The Plan was last reviewed in December 2016.</p> <p>The corporate emergency plan is currently undergoing a thorough review to ensure that the council continues to have a robust framework in place to respond to disruptive events.</p> <p>Following the terrorist attacks in Westminster and Manchester the Government and the Police encouraged all public bodies to review and consider their security arrangements. As a result, a team from emergency planning, HR and facilities management have commenced a review to include:</p> <ul style="list-style-type: none"> A review of security at the Council House Emergency procedures for the evacuation of council buildings in the event of an incident. Arrangements for security checks of council buildings and boundaries. Review of plans for major events. Training for employees in how to identify extremism or terror risks and what to do in the
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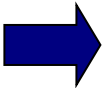
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						<p>event of an emergency.</p> <p>Whilst the council is confident that it has effective arrangements in place for major emergencies, a review and improvements are required around the arrangements the council has in place to deal with responses to non- major emergency issues such as unauthorised encampments and other isolated incidents e.g. incident at Blackheath Town Centre and Metro Court.</p>																																
21a 06/2015	<p>Compliance with General Data Protection Regulations (GDPR) and Freedom of Information Act (FOIA)</p> <p>If the council does not ensure it has a robust framework in place to comply with the GDPR and 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 legislative action against the Chief Executive.</p> <p>Risk owner – Darren Carter Cabinet Member – Councillor Trow</p> <table border="1" data-bbox="248 1094 660 1289"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</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: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					8 (amber)		8 (amber)	4 (green) May 2018 (previously March 2018)	<p>This risk continues to be managed by the Information Management Unit who report to the Senior Risk Information Officer (risk owner).</p> <p>The measures in place to manage the risk include:</p> <ul style="list-style-type: none"> • The maintenance of and compliance with up to date policies in relation to data protection and records management. • Information classification policy and software. • Information incidence logs of breaches and the resulting audits and agreed actions. <p>Whilst a number of incidents have been investigated with the Information Commissioner's Office (ICO), to date, these have been successfully defended by the council with no action being taken.</p> <p>Actions to further mitigate the risk include:</p> <ul style="list-style-type: none"> • A working group has been established to oversee the work required for GDPR compliance. This group will provide regular update reports to the council's Governance Board (that was established in 2016). The Governance Board will be considering the GDPR project plan and risk register at its next meeting in August 2017, when a further assessment of the project risk will be undertaken. • Training sessions are being scheduled to deliver further FOI training to all managers to train them on revised procedures that are being introduced
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						to further improve the system for handling FOI requests.																																
22a 01/2016	<p>CONTEST</p> <p>If the council does not work with partners to put in place suitable arrangements with the aim of preventing terrorism and radicalisation in Sandwell then it will be unable to effectively discharge its statutory duties.</p> <p>Risk owner – Jan Britton Cabinet Member – Councillor Costigan</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</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: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					8 (amber)		8 (amber)	4 (green) September 2017	<p>This risk is being managed by the CONTEST Board which was established following approval from Cabinet in March 2016. The risk is closely linked with strategic risk 6a. The Contest Board is represented by members and officers from the council including the Chief Executive (also Chair of the Board), Director of Education, Director of Children’s Services, officers from adult services, the resilience team and neighbourhood services.</p> <p>In terms of the actions that have/ are being taken to manage this risk, this includes:</p> <ul style="list-style-type: none"> • Quarterly meetings of the CONTEST Board. • The Board has oversight of the resilience and prevention plans. • Maintenance of good relationships with the police intelligence analysts who annually produce a counter terrorism local profile (CTLP). At the time of the current risk review, there was no significant change in this profile. • Engagement with and support to schools and colleges through the production and circulation of a support pack outlining their duties (as part of the safeguarding responsibilities they have) and recommendations on how to comply with them. The local safeguarding boards are both represented on the Prevent delivery group (which is a strand of the CONTEST strategy). • The revision of key performance indicators with stretched outcomes for Prevent to ensure progress at a pace. • The linking up of Prevent and Hate Crime which is considered by the Tension Monitoring Group.
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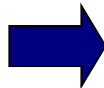
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27 06/2009	<p>Funding and Resource Allocation</p> <p>Failure to put in place appropriate processes and actions necessary to accommodate the significant reductions in public expenditure (both specific and general funding) over the medium term may result in potential budgetary shortfalls, inappropriate or ineffective efficiencies, deterioration in priority services and incorrect alignment of scarce resources and the council's key priorities.</p> <p>Risk owner – Darren Carter Cabinet Member – Councillor Eling</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FF0000; text-align: center;">9</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: #90EE90;"></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: #90EE90;"></td> </tr> <tr> <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> </tr> <tr> <td colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3			9		2					1						1	2	3	4	Impact						9 (amber)		9 (amber)	9* (amber)	<p>This risk continues to be managed through the council's Medium Term Financial Strategy (MTFS). Since last reported, the following has taken place:</p> <ul style="list-style-type: none"> The 2016/17 financial outturn was reported to Cabinet on 17 May 2017, showing savings of £20,805 million had been made during the year. A net surplus against budget of £3,675 million was achieved and included general fund surpluses achieved through the early delivery of savings, staff vacancies and income generation. The MTFS 2017/18 to 2020/21 was presented and approved by Council on 7 March 2017. This shows additional savings required as follows: <table border="1"> <thead> <tr> <th></th> <th>17/18 £M</th> <th>18/19 £M</th> <th>19/20 £M</th> <th>20/21 £M</th> </tr> </thead> <tbody> <tr> <td>Forecast expenditure</td> <td>241.8</td> <td>250.8</td> <td>254.0</td> <td>260.3</td> </tr> <tr> <td>Forecast funding</td> <td>241.8</td> <td>240.8</td> <td>237.3</td> <td>243.5</td> </tr> <tr> <td>Shortfall</td> <td>0</td> <td>10.0</td> <td>16.7</td> <td>16.8</td> </tr> </tbody> </table> <p>The MTFS is based on assumptions including: austerity continuing until 2020 but not beyond this; pay awards of 1%; a 1% and 1,99% growth in the council tax base and rates respectively.</p> <p>There continue to be uncertainties and pressures arising from several areas and in particular from:</p> <ul style="list-style-type: none"> The need to increase the number of social workers as part of the children's services improvement priorities and the financial implications that may arise from the establishment of children's services Trust. The potential impact of Brexit on government spending and local government settlements, interest rates, inflation. 		17/18 £M	18/19 £M	19/20 £M	20/21 £M	Forecast expenditure	241.8	250.8	254.0	260.3	Forecast funding	241.8	240.8	237.3	243.5	Shortfall	0	10.0	16.7	16.8
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						<ul style="list-style-type: none"> The impact of removing £2.9 million of Education Services Grant. There is further risk posed by the government's intention to remove the public health ring-fenced grant and instead pay for public health through the growth in business rates. Changes in National legislation with regards to the annual increases to the National Living Wage, auto enrolment pension requirements, plus the changes to sleep in to waking night arrangements have all resulted in additional costs to the provider market and as such pose a potential budget pressure on council commissioned services. 																																
38 03/2014	<p>Health and Social Care Reforms and Transforming Adult Social Care</p> <p>If appropriate arrangements are not made to effectively manage the impact of the health and social care reforms including the Care and Support Act and the change in delivery from acute / primary care to social care led intervention, then the outcomes for adult social care users will be adversely affected.</p> <p>Risk owner – David Stevens Cabinet Member – Councillor Shackleton</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</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: #90EE90;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					8 (amber)		8 (amber)	8* (amber)	<p>This risk concerns the impact on services from the national challenges of significant budget cuts and an ageing population as well as dealing with the implementation of the Care Act and the Better Care Fund. Actions continue to take place to manage this risk and since last reported include the following:</p> <ul style="list-style-type: none"> A 3% adult social care precept was approved by Full Council for the 2017/18 budget to deal with the national pressure on adult services and use of the precept for 2017/18 is being considered. The adult social care led partnership strategy for the long term transformation of accommodation and support for vulnerable and older people was approved by Cabinet in 2016. A number of transformation interventions are under way following completion of options appraisals on future delivery models and funding requirements. Delivery against the strategy continues to be progressed with a number of reports that have been presented to Cabinet over recent months in respect of residential services, day care services, supported living and domiciliary care services.
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40 01/2015	<p>School Place Planning</p> <p>If the council is unable to identify deliverable solutions to schools place planning then it will fail to discharge its statutory duties to provide sufficient school places.</p> <p>Risk owner – Chris Ward Cabinet Member – Councillor Hackett</p> <table border="1"> <tr> <td rowspan="5">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</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: #90EE90;"></td> </tr> <tr> <td></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> <td></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> </tr> </table>	Likelihood	4					3					2				8	1											Impact							1	2	3	4	8 (amber)		8 (amber)	4 (green) End of 2018	<p>This risk continues to be managed by the Schools Organisation Programme Board. The risk is concerned with ensuring that there are sufficient school places available (primary and secondary) in future years. At present, the risk has a specific focus on secondary school places as the council faces significant challenge to provide approximately 4,800 additional secondary places by 2025.</p> <p>Since last reported, Cabinet has approved five new schemes, four of which are extensions of existing secondary schools and the other a new school in West Bromwich that will deliver 1,500 places. A further 900 places will be provided in a new free school recently approved by the Department for Education. All schemes will be completed for September 2019.</p> <p>An additional 300 primary places will be delivered for September 2017.</p> <p>Although the birth rate has plateaued inward migration continues to increase, placing additional pressure on the supply of school places</p> <p>Measures in place to manage the risk include:</p> <ul style="list-style-type: none"> Officers continue to monitor borough wide
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						<p>demographics, using birth rate data, migration trends, etc. Forecasts were last produced with a 99.86% accuracy.</p> <ul style="list-style-type: none"> The council continues to engage with all providers (free schools and academies) to actively secure new provision. Regular meetings are held with The Cabinet Member for Children's Services and senior management to identify potential site solutions. <p>The achievement of the target score is dependent on a number of factors that sit outside the council's control including future years' basic need allocations, the Education Funding Agency delivering the new free school for September 2019 and impact of further increases in population.</p>										
<p>42a 02/2017</p>	<p>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:</p> <ul style="list-style-type: none"> The inability of the council to deliver services and in particular critical services for a significant period of time The loss of personal and other corporate data Enforcement action Significant financial loss and Reputational loss <p>Risk owner – Darren Carter Cabinet Member – Councillor Trow</p> <table border="1" data-bbox="248 1385 660 1449"> <tr> <td>4</td> <td style="background-color: #90EE90;"></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: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000; text-align: center;">12</td> </tr> </table>	4					3				12	<p>12 (red)</p>	<p style="text-align: center;"></p>	<p>12 (red)</p>	<p>8 (amber) March 2018 (Previously September 2017)</p>	<p>This risk is linked with risk 6a and risk 21a and is being managed by ICT working alongside the Information Management team. Cyber security continues to attract increased media coverage as a result of cyber attacks taking place nationally (including the recent international ransomware cyber attack on NHS systems) and given the significant impact that this risk has on service delivery, reputation and potentially finance.</p> <p>In terms of managing this risk, the council has various measures in place including:</p> <ul style="list-style-type: none"> The annual Public Services Network (PSN) certification requires an independent health check to be undertaken before granting certification. The current certification expires in September 2017. The monitoring of threats which are logged by existing technical controls such as firewalls and scanning of incoming emails. The ICT infrastructure contains servers and software that are designed to protect the council from external threats. Regular meetings of the ICT Heads of Service
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44 05/16	<p>Land Sales and Other Matters</p> <p>If the council does not put in place a plan and implement timely actions to address the findings of the independent investigation into Land Sales and other matters, then this may result in reputational damage to the council.</p> <p>Risk owner – Jan Britton Cabinet Member – Councillor Eling</p> <table border="1"> <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>6</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></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	4					3					2			6		1						1	2	3	4		Impact					8 (amber)		6 (green)	4 (green) October 2017 (previously March 2017)	<p>This risk was identified for inclusion in the strategic risk register as a result of the findings and publication of the Gowling WLG report into land sales and other matters, and the independent Queen’s Counsel advice sought by the council.</p> <p>The reports identified a number of issues relating to the council’s risk, governance, internal control environment and member and officer conduct. The risk, governance and internal control matters are being dealt with and are being considered by the Audit and Risk Assurance Committee, in order for the Committee to seek to gain assurance that the issues identified are being comprehensively and promptly addressed. The Committee considered these issues at its August, September and December 2016 meetings and at the 26 January and 23 March 2017 meetings.</p> <p>The council has introduced a new Land Sales and Building Protocol strengthening the steps that are to be carried out in all future land and building sales undertaken by the council. The protocol was approved by the Audit Committee on 18 August</p>
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						<p>2016, by Cabinet on 21 September 2016 and by Council on 18 October 2016. The target score date has been amended to allow assurances to be obtained that the new protocol is firmly embedded into the council's processes.</p> <p>The member conduct matters are being dealt with separately, by the Standards Committee. Once completed, the conclusions from this will also be reported to the Audit and Risk Assurance Committee.</p>																																
<p>45 07/16</p>	<p>Apprenticeship levy If the council (including schools) does not put in place effective arrangements to use the resources it will have available from the introduction of the apprenticeship levy, then it will be unable to maximise benefits and its use of resources and will miss out on the opportunities available through the fund.</p> <p>Risk owner – Darren Carter and Chris Ward Cabinet member – Councillor Trow and Councillor Moore</p> <table border="1"> <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						<p>9 (amber)</p>		<p>9 (amber)</p>	<p>6 (green) March 2018</p>	<p>The Apprenticeship Levy was introduced on 1 April 2017. It is estimated that the council (including local authority schools) will contribute approximately £1,047,637 annually to the levy. The levy contribution gains a 10% top up from the government. The amount payable by the council has been reflected in its MTFS 2017/18 – 2019/20.</p> <p>In addition to the above, there are targets which require all public sector bodies with a workforce of 250 or more, to provide apprentice opportunities that equate to a minimum of 2.3% of their workforce (including local authority maintained schools). For the council therefore, this is estimated to be a target for 2017/18 of 203 apprenticeships. In order to progress this, a report was presented to Cabinet in February 2017 to raise awareness of the need to engage with directorates and schools to consider options for the allocation and use of the levy funds.</p> <p>The project team has carried out consultation and communications with Joint Union Panel, Directorates, school's forum and primary and secondary schools.</p>
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						The digital apprenticeship service portal has been set up for Sandwell Council and local authority maintained schools. The next milestone is to set up a dynamic purchasing system for the procurement of the training provision, this requires a report to be approved at Cabinet on 30 August.

* These are risks which are likely to remain amber over the medium term due to continued uncertainties and as such these risks do not have target dates.