



Sandwell  
Metropolitan Borough Council

## Strategic Risk Register Summary @ February 2018



# Appendix A

## Profile of Current Strategic Risk Scores

|              |                                     |
|--------------|-------------------------------------|
| <b>RED</b>   | 4a, 4c, 21a, 42a, 49, 50            |
| <b>AMBER</b> | 4b, 6a, 22a, 27, 38, 40, 45, 47, 48 |
| <b>GREEN</b> | 44                                  |

## Summary Strategic Risk Register @ February 2018



| Risk Ref             | Risk Title and Description   | Current score (February 2018) | Target score and date |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|----------------------|--|-------------------------------|-----------------------|---|---|----|--|---|--|--|--|----|---|--|--|--|---|---|--|--|--|--|--|---|---|---|---|--------|--|--|--|--|--|--------------|--------------------------------|
| <b>4a</b><br>07/2012 | <p><b>Children's Social Care</b></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, with rigour and pace, then the council will fail in its responsibilities to:</p> <ul style="list-style-type: none"> <li>Safeguard vulnerable children</li> <li>Promote and improve the outcomes of children in its care</li> <li>Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it</li> <li>Improve the continued adverse affect on the council's reputation.</li> </ul> <p>Risk owner – Jan Britton<br/>Cabinet Member – Councillor Hackett</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>12</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 |  |  |  | 12 | 2 |  |  |  |   | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | 12<br>(red)  | 8<br>(amber)<br><br>April 2019 |
| Likelihood           | 4  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 3  |                               |                       |   |   | 12 |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 2  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 1  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      |  | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| Impact               |  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| <b>4b</b><br>10/16   | <p><b>Children's Trust</b></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<br/>Cabinet Member – Councillor Eling and Councillor Hackett</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></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="6">Impact</td> </tr> </table>   | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |  |    | 2 |  |  |  | 8 | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | 8<br>(amber) | 4<br>(green)<br><br>April 2018 |
| Likelihood           | 4  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 3  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 2  |                               |                       |   |   | 8  |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      | 1  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                      |  | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| Impact               |  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |

| Risk Ref                          | Risk Title and Description  | Current score (February 2018) | Target score and date |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|-----------------------------------|---|-------------------------------|-----------------------|---|---|----|--|---|--|--|---|----|---|--|--|--|--|---|--|--|--|--|--|---|---|---|---|--|--------|--|--|--|----------------------|---|
| <p><b>4c</b><br/><b>02/18</b></p> | <p><b>Demand for Children’s Social Care</b></p> <p>If the rate of demand and pressures on children’s social care (experienced nationally and locally) continue to increase at the same or at a higher rate than that experienced during 2017/18, then without a national funding solution and improved children’s social care services, this will have a detrimental impact on the council’s financial resilience (as despite these services being delivered by Sandwell Children’s Trust, the funding to deliver these services will need to be met by the council).</p> <p>Risk owner – Jan Britton<br/>Cabinet Member – Councillor Hackett</p> <table border="1" data-bbox="245 629 660 824"> <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="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></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table>   | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |   | 12 | 2 |  |  |  |  | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 |  | Impact |  |  |  | <p>12<br/>(red)</p>  | <p>8*<br/>(amber)</p>                     |
| Likelihood                        | 4   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 3   |                               |                       |   |   | 12 |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 2   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 1   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
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|                                   | Impact  |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
| <p><b>6a</b><br/>10/2007</p>      | <p><b>National, Regional and Local Emergency Preparedness</b></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"> <li>• Actual or anticipated failure to adequately protect the vulnerable</li> <li>• Failure to support the emergency services</li> <li>• Failure to continue to perform critical business activities</li> <li>• Loss of credibility and reputational damage to the council</li> <li>• Failure to fulfil Civil Contingencies Act responsibilities</li> <li>• Major financial loss to the council.</li> </ul> <p>Risk owner – Alison Knight/ Alan Caddick<br/>Cabinet Member – Councillor Khatun</p> <table border="1" data-bbox="245 1442 660 1637"> <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; 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></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table> | Likelihood                    | 4                     |   |   |    |  | 3 |  |  | 9 |    | 2 |  |  |  |  | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 |  | Impact |  |  |  | <p>9<br/>(amber)</p> | <p>6<br/>(green)</p> <p>December 2018</p> |
| Likelihood                        | 4   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 3   |                               |                       |   | 9 |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 2   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
|                                   | 1   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |
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|                                   | Impact  |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |  |   |  |  |  |  |  |   |   |   |   |  |        |  |  |  |                      |   |

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|-------------------------------|---|-------------------------------|-----------------------|---|---|----|--|---|--|--|---|----|---|--|--|--|---|---|--|--|--|--|--|---|---|---|---|--------|--|--|--|--|--|----------------------|---|
| <p><b>21a</b><br/>06/2015</p> | <p><b>Compliance with General Data Protection Regulations (GDPR)</b><br/>If the council does not ensure it has a robust framework in place to comply with the GDPR 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.<br/>Risk owner – Surjit Tour<br/>Cabinet Member – Councillor Trow</p> <table border="1" data-bbox="245 613 660 808"> <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>12</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 |  |  |   | 12 | 2 |  |  |  |   | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>12<br/>(red)</p>  | <p>8<br/>(amber)<br/><br/>December 2018</p> |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 3   |                               |                       |   |   | 12 |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 2   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 1   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               |   | 1                             | 2                     | 3 | 4 |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| Impact                        |   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| <p><b>22a</b><br/>01/2016</p> | <p><b>CONTEST</b><br/>Whilst there is no significant threat or risk level for Sandwell, as the national threat level in the UK remains ‘severe’, if the council does not work with partners to put in place suitable arrangements with the aim of preventing terrorism and radicalisation then it will be unable to effectively discharge its statutory duties.<br/>Risk owner – Jan Britton<br/>Cabinet Member – Councillor Costigan</p> <table border="1" data-bbox="245 1164 660 1359"> <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="6">Impact</td></tr> </table>   | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |   |    | 2 |  |  |  | 8 | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>8<br/>(amber)</p> | <p>8*<br/>(amber)</p>                       |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 3   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 2   |                               |                       |   |   | 8  |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 1   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
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| Impact                        |   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| <p><b>27</b><br/>06/2009</p>  | <p><b>Funding and Resource Allocation</b><br/>Failure to put in place appropriate processes and actions necessary to accommodate the significant reductions in public expenditure may result in the council being unable to discharge its statutory responsibilities.<br/><br/>Risk owner – Darren Carter<br/>Cabinet Member – Councillor Eling</p> <table border="1" data-bbox="245 1751 660 1946"> <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<br/>(amber)</p> | <p>9*<br/>(amber)</p>                       |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
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|                               | 1   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               |   | 1                             | 2                     | 3 | 4 |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| Impact                        |   |                               |                       |   |   |    |  |   |  |  |   |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |

| Risk Ref                      | Risk Title and Description  | Current score (February 2018) | Target score and date |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|-------------------------------|---|-------------------------------|-----------------------|---|---|----|--|---|--|--|--|----|---|--|--|--|---|---|--|--|--|--|--|---|---|---|---|--------|--|--|--|--|--|----------------------|---|
| <p><b>38</b><br/>03/2014</p>  | <p><b>Health and Social Care Reforms and Transforming Adult Social Care</b></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<br/>Cabinet Member – Councillor Shackleton</p> <table border="1" data-bbox="245 607 660 801"> <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="6">Impact</td></tr> </table>  | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |  |    | 2 |  |  |  | 8 | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>8<br/>(amber)</p> | <p>8*<br/>(amber)</p>                     |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 3   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 2   |                               |                       |   |   | 8  |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 1   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               |   | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| Impact                        |   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| <p><b>40</b><br/>01/2015</p>  | <p><b>School Place Planning</b></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<br/>Cabinet Member – Councillor Hackett</p> <table border="1" data-bbox="245 1144 660 1339"> <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="6">Impact</td></tr> </table>   | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |  |    | 2 |  |  |  | 8 | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>8<br/>(amber)</p> | <p>4<br/>(green)<br/><br/>End of 2019</p> |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 3   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 2   |                               |                       |   |   | 8  |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 1   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               |   | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| Impact                        |   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| <p><b>42a</b><br/>02/2017</p> | <p><b>Cyber Security</b></p> <p>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"> <li>• The inability of the council to deliver services and in particular critical services for a significant period of time</li> <li>• The loss of personal and other corporate data</li> <li>• Enforcement action</li> <li>• Significant financial loss and</li> <li>• Reputational loss</li> </ul> <p>Risk owner – Darren Carter<br/>Cabinet Member – Councillor Trow</p> <table border="1" data-bbox="245 1883 660 2078"> <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>12</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 |  |  |  | 12 | 2 |  |  |  |   | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>12<br/>(red)</p>  | <p>8<br/>(amber)<br/><br/>June 2018</p>   |
| Likelihood                    | 4   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 3   |                               |                       |   |   | 12 |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 2   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               | 1   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
|                               |   | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |
| Impact                        |   |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |   |

| Risk Ref                   | Risk Title and Description  | Current score (February 2018) | Target score and date |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|----------------------------|---|-------------------------------|-----------------------|---|---|--|--|---|--|--|---|--|---|--|--|---|--|---|--|--|--|--|--|---|---|---|---|--------|--|--|--|--|--|----------------------|--|
| <p><b>44</b><br/>05/16</p> | <p><b>Land Sales and Other Matters</b></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<br/>Cabinet Member – Councillor Eling</p> <table border="1" data-bbox="245 562 660 757"> <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 colspan="6">Impact</td></tr> </table>  | Likelihood                    | 4                     |   |   |  |  | 3 |  |  |   |  | 2 |  |  | 6 |  | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | <p>6<br/>(green)</p> | <p>4<br/>(green)</p> <p>September 2018</p> |
| Likelihood                 | 4   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 3   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 2   |                               |                       |   | 6 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 1   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            |   | 1                             | 2                     | 3 | 4 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
| Impact                     |   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
| <p><b>45</b><br/>07/16</p> | <p><b>Apprenticeship levy</b></p> <p>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<br/>Cabinet member – Councillor Trow and Councillor Moore</p> <table border="1" data-bbox="245 1133 660 1328"> <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<br/>(amber)</p> | <p>6<br/>(green)</p> <p>September 2018</p> |
| Likelihood                 | 4   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 3   |                               |                       |   | 9 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 2   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 1   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            |   | 1                             | 2                     | 3 | 4 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
| Impact                     |   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
| <p><b>47</b><br/>07/17</p> | <p><b>Maximising opportunities from the West Midlands Combined Authority</b></p> <p>If the Council does not put in place effective arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) then it will be unable to maximise the benefits and opportunities available to it.</p> <p>Risk owner – Alison Knight<br/>Cabinet Member – Councillor Eling and Councillor Khatun</p> <table border="1" data-bbox="245 1688 660 1883"> <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<br/>(amber)</p> | <p>9*<br/>(amber)</p>                      |
| Likelihood                 | 4   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 3   |                               |                       |   | 9 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 2   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            | 1   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
|                            |   | 1                             | 2                     | 3 | 4 |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |
| Impact                     |   |                               |                       |   |   |  |  |   |  |  |   |  |   |  |  |   |  |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |                      |  |

| Risk Ref           | Risk Title and Description   | Current score (February 2018) | Target score and date |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|--------------------|--|-------------------------------|-----------------------|---|---|----|--|---|--|--|--|----|---|--|--|--|---|---|--|--|--|--|--|---|---|---|---|--------|--|--|--|--|--|--------------|--------------------------------|
| <b>48</b><br>07/17 | <p><b>Vision 2030</b></p> <p>If the council does not put in place arrangements to monitor and assure itself of the delivery against its 2030 vision, and in particular, the further development, management and delivery of the Town Plans by engaging partners, then this will result in the Sandwell's ambitions and Vision 2030 not being met.</p> <p>Risk owner – Jan Britton/ Darren Carter<br/>Cabinet member – Councillor Eling and Councillor Trow</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></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="6">Impact</td></tr> </table> | Likelihood                    | 4                     |   |   |    |  | 3 |  |  |  |    | 2 |  |  |  | 8 | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | 8<br>(amber) | 8*<br>(amber)                  |
| Likelihood         | 4  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 3  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 2  |                               |                       |   |   | 8  |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 1  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    |  | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| Impact             |  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| <b>49</b><br>01/18 | <p><b>Delayed Transfer of Care (DTOC)</b></p> <p>If we do not reduce DTOC to national level, then we risk government intervention leading to a reduction in grant and potential financial clawback.</p> <p>Risk owner – David Stevens<br/>Cabinet member – Councillor Shackleton</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>12</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 |  |  |  | 12 | 2 |  |  |  |   | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | 12<br>(red)  | 8<br>(amber)<br><br>April 2019 |
| Likelihood         | 4  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 3  |                               |                       |   |   | 12 |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 2  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 1  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    |  | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| Impact             |  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| <b>50</b><br>01/18 | <p><b>Commonwealth Games Aquatic Centre</b></p> <p>If the council does not put in place robust project arrangements for the successful delivery of the aquatic centre to project scope, timescales and cost, then this will result in significant reputational damage to the council.</p> <p>Risk owner – Alison Knight<br/>Cabinet member – 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></td><td>12</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 |  |  |  | 12 | 2 |  |  |  |   | 1 |  |  |  |  |  | 1 | 2 | 3 | 4 | Impact |  |  |  |  |  | 12<br>(red)  | 8<br>(amber)<br><br>April 2021 |
| Likelihood         | 4  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 3  |                               |                       |   |   | 12 |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 2  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    | 1  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
|                    |  | 1                             | 2                     | 3 | 4 |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |
| Impact             |  |                               |                       |   |   |    |  |   |  |  |  |    |   |  |  |  |   |   |  |  |  |  |  |   |   |   |   |        |  |  |  |  |  |              |                                |

\* 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.