

# Appendix A

Profile of Current Strategic Risk Scores

<b>RED</b>	4, 4c, 40, 49, 50, 52
<b>AMBER</b>	6a, 6b, 21a, 22a, 27, 38a, 42a, 45, 47, 48, 51
<b>GREEN</b>	44


## Summary Strategic Risk Register @ June 2018





[IL1: PROTECT]





Risk Ref	Risk Title and Description	Previous score (Feb 2018)	Direction of travel	Current score (June 2018)	Target score and date	Comment																																
4 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 – Lesley Haggar 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 (red)		12 (red)	8 (amber)  April 2019  Ofsted rating: Requires Improvement by 2020  Good by 2022	<p>Since last reported, the following actions have taken place and arrangements put in place to mitigate this risk as follows:</p> <ul style="list-style-type: none"> <li>Sandwell Children's Trust went live on 1 April 2018 and has responsibility for delivery children's social care services to the council under an agreed service delivery contract (SDC)</li> <li>Governance arrangements are in place to enable the council to obtain appropriate assurances on the management of this risk. This includes a Strategic Partnership Board (SPB) which meets quarterly and an Operational Partnership Board which will meet monthly. The first meetings of these Boards are taking place in July to review the Trust's first quarter operations and performance, based upon the interim indicators in place.</li> <li>In addition to the regular Ofsted monitoring visits, prior to the Children's Services Commissioner's departure in July, the Commissioner will submit his final quarterly report to the Minister which will provide further commentary and indication on the progress made in addressing the Department for Education's (DfE) concerns about children's services in Sandwell. The recent Ofsted monitoring visit in May recognised the positive start made by the Trust, the proactive steps taken to develop a quality assurance framework and evidence of the Trust's understanding of the hard work required to improve services.</li> <li>The DfE has appointed Doncaster Children's Trust as the Trust's Improvement Partner, to chair the Improvement Board so that there is a degree of independent challenge and to hold all partners to account for the improvement in children's social care. The Improvement Partner will also provide targeted support to the Trust on specific work areas and has assisted in developing a robust Improvement Plan aligned to the Ofsted recommendations.</li> </ul>
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4c 02/18	<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 – Lesley Haggar 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; text-align: center;"><b>16</b></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;"></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> <td></td> </tr> </table>	Likelihood	4				<b>16</b>	3					2					1						1	2	3	4		Impact					12 (red)		16 (red)	8* (amber)	<p>The risk recognises the national increased pressures and demands on children’s social care services over recent times and the detrimental impact this is having on the financial resilience of the councils who have this statutory responsibility.</p> <p>The SDC and finance mechanism that has been agreed between the council and the Trust is based on assumptions regarding the numbers of Looked After Children, children in need and child protection plans. If there is a significant upwards deviation in numbers then this may result in the Trust requesting additional funds from the council to deliver on the SDC. This financing if agreed, will mean that the council has less funds and additional funding pressures to discharge its other statutory obligations and services.</p> <p>To manage the risk, the SDC requires the Trust to deliver social care services more efficiently than the council has thereby making savings that can be used to fund any increased demand. As noted above, a robust performance framework is in place within the Trust with weekly performance boards. In addition, the Trust’s senior leadership team consider daily and weekly performance information.</p> <p>Demand has already risen this year and discussions between the Trust and the Council have commenced. The potential overspend and a three year plan to control it, will be laid out in the Trust’s business plan which is currently being developed. As an immediate step, the Trust is developing an invest-to-save plan to reduce a significant proportion of the increased demand over the next 12 months</p> <p>A key area that the Trust is focussing on is the level of information provided by partners through the referral process and whether there is sufficient detail as this can have a significant impact on workload levels. The Trust will work with partners to address this issue through the development of partnership working. The Trust will provide the council with ongoing information about demand levels in the future.</p> <p>In terms of financial monitoring, the Trust has a finance team that monitors monthly financial information and the council also has arrangements in place to monitor the cash flow of the Trust.</p>
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6a 10/2007	<p><b>Emergency Planning</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 vulnerable persons</li> <li>Failure to support the emergency services</li> <li>Loss of public confidence in the council</li> <li>Failure to fulfil Civil Contingencies Act responsibilities</li> </ul> <p>Risk owner – Alison Knight/ Alan Caddick 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="4" style="text-align: center;">Impact</td> <td></td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					8 (amber)		8 (amber)	4 (green)  From December 2018 to March 2019	<p>The assessment of this risk was increased prior to the last update to the Committee to enable the newly appointed Resilience Manager to review the risk in detail, and give assurances to management that the current suite of emergency plans in place continue to be effective and continue to reflect changing circumstances nationally and the risks identified in the regional community risk register. This review has now been completed. The review has identified some gaps in updating and reviewing the plans already in place as well as the absence of emergency transport, accommodation and communications plans being available and the development, training and test exercises around these plans which is now required to be completed.</p> <p>The risk description has also been amended to separate the risks in respect of emergency planning and business continuity management, the latter which is detailed below at risk 6b.</p> <p>Recent civil emergencies have included the severe weather associated with Storms Caroline and Doris and the Leabrook Road flood in Tipton in April. Multi-agency debriefs have been held for the severe weather events and key lessons for the council included better communication between multi-agency partners and co-ordination of voluntary and internal 4x4 assets. An internal debrief for the Leabrook Road incident is underway, and findings will be reported.</p> <p>Following Grenfell, the council is reviewing its shelter, emergency accommodation, transport and mass fatality plans to ensure that they are in place and up-to-date and follow current emergency planning best practice. No specific changes resulting from the Grenfell incident have needed to be made to the plans, although the council continues to give close attention to the ongoing inquiry.</p>
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6b 04/18	<p><b>Business Continuity Management (BCM)</b></p> <p>If the council does not develop, review, monitor and test plans and capabilities (including the resilience of its supply chains and the power supply arrangements for the data centre at the council house) 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 owner – Alison Knight/ Alan Caddick Cabinet Member – Councillor Costigan</p> <table border="1" data-bbox="248 882 660 1077"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">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				9 (Amber)		9 (Amber)	6 (green)  March 2019	<p>As noted above, this risk has been separated from the previous risk in respect of emergency preparedness.</p> <p>The management of this risk is also dependent on a number of other risks that have been identified in either the strategic or directorate risk registers such as, cyber security (see risk 42a below), supply chain resilience and the power supply arrangements for the data centre at the Council House, which is currently within the ICT risk register. In respect of the latter, the electrical switch box which servers the data centre at Sandwell Council House is 27 years old and has caused two system shutdowns/ unavailability resulting in a significant amount of downtime and loss of productive man days. The project to mitigate this risk is being lead by Facilities Management and discussions around the replacement of the equipment are taking place with ICT and an action plan is being developed and timescales are being agreed for the implementation, as the replacement will involve a number of days where ICT systems will be required to shut down.</p> <p>The preparation of business continuity plans continues through engagement by directorates. At present, most priority 1 and 2 services have completed plans in place, with a view to having a full suite of updated priority 1 and 2 plans in place by March 2019. The updating of plans will be monitored annually at directorate management level and biannually by the wider corporate management team. The Resilience Unit is currently putting in place a training programme for service/business managers to test service level plans.</p> <p>In respect of supply chain risks, some of the directorate/ service risk registers include resilience risks (e.g. adult social care in respect of the resilience of care providers; ICT in respect of profit warnings issued by Capita; regeneration in respect of the collapse of Carillion; etc).</p>
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21a 06/2015	<p><b>Compliance with the Data Protection Act 2018 (DPA 2018) and the General Data Protection Regulations (GDPR)</b></p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 and 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.</p> <p>Risk owner – Surjit Tour Cabinet Member – Councillor Trow</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="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> <td></td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					12 (red)		8 (amber)	4 (green)  December 2019	<p>This risk is overseen by the council's Information Governance Board (IGB) which is chaired by the Monitoring Officer (also Senior Risk Information Officer and risk owner) and reports to the Executive Management Team via the council's Corporate Governance Board.</p> <p>Since last reported, the Data Protection Act 2018 has received royal assent and the main provisions of this Act also commenced on 25 May 2018. The DPA 2018 includes the provisions of GDPR and covers a number of other areas that GDPR does not, such as processing of data for criminal law enforcement purposes; duties, functions and powers of the Information Commissioners Office, etc). The risk description has been amended accordingly.</p> <p>The Information Commissioner's Office has stated that the 25 May was not a deadline for organisations to be compliant but that it expected that organisations would continually be working towards embedding the Data Protection Act 2018 throughout 2018. The council is in a good position to do this. It has in place the governance arrangements to ensure that the change is programmed, targeted and implemented, if required this can be escalated to the Executive Management Team for top level intervention. The council has significantly increased its understanding of its information base following on from the work undertaken both at a service level and at the corporate level. The council is mapping all information as it comes into the authority, the reason (lawful basis) for collection, sharing (and associated reason for sharing), how it is used and how long it is retained. The council has also carried out an audit on all systems in regard to their compliance with the requirements of the DPA 2018 and is undertaking steps to ensure that all systems are compliant. In addition to the corporate team, resources have been allocated to service areas to increase their understanding of their requirements under the Act. The council is working with its neighbouring authorities to ensure shared learning and consistency across the region. Members have been provided with relevant e- learning and guidance from the Local Government Association to assist them in their duties under the Data Protection Act 2018.</p>
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<b>The 22a</b> 01/2016	<p><b>CONTEST</b></p> <p>Whilst the national threat level remains 'severe' there is no known significant specific or particular threat for Sandwell. 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 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> <td></td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					8 (amber)		8 (amber)	8* (amber)	<p>This risk continues to be managed by the CONTEST Board. In terms of the actions that have/ are being taken to manage this risk, and includes:</p> <ul style="list-style-type: none"> <li>Quarterly meetings take place at present and organisational representation and attendance continues to be appropriate.</li> <li>The new Counter Terrorism Local Profile has been produced by the Counter Terrorism Intelligence Unit and a briefing to approx. 60-70 staff and partners took place in February 2018. There has been no change in the risk or threat level for Sandwell. International terrorism remains the biggest threat with an increase and emergence of threat from the extreme far right. Whilst it has been recognised that Sandwell appears to have grasped a good level of understanding and confidence in raising concerns in relation to Islamist inspired terrorism, there was less intelligence on the grasp of issues concerned with the Far and Extreme Far Right, which is an issue that exists across the whole West Midlands region and not just Sandwell.</li> <li>Understanding extremism training has this been delivered to all key partners, involving 327 people in 207/18 (target was to reach 300). Due to the success and existing demand for this training, the council has had an extension of funding and an additional 10 days are now scheduled.</li> <li>All Sandwell schools have received prevent training and now have updated safeguarding policies in place. There is an ongoing support for schools with a dedicated resource through the recruitment of a Prevent Education Officer. Refresher training is being developed and will be delivered on an annual basis.</li> <li>Other areas of work include, working with unregulated education settings – to provide support; engagement with community, faith and youth groups to increase their understanding; working more closely with the Hate Crime group to cross reference and provide support to individuals known to Youth Offending Service and providing online safety training for parents.</li> </ul>
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<p><b>27</b> 06/2009</p>	<p><b>Funding and Resource Allocation</b></p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and planned changes to the local government funding formula to be implemented in 2020. Failure to put in place the necessary processes and actions to manage these uncertainties may impact on our ability to deliver services to the people of Sandwell and our statutory responsibility to set a balanced budget.</p> <p>Risk owner – Darren Carter Cabinet Member – Councillor Eling</p> <table border="1" data-bbox="250 821 660 1013"> <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; 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></td> <td>1</td> <td>2</td> <td>3</td> <td>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						<p>9 (amber)</p>		<p>9 (amber)</p>	<p>9* (amber)</p>	<p>In common with all other local authorities, Sandwell continues to face the ongoing challenge of reducing central government funding combined with increasing demand for our services. The budget report approved by Council in March 2018 identified the need to deliver savings of £12.9 million over the next three year period. The council has an outstanding track record in managing these risks and will continue to use the lessons learned over the last eight years to deliver a balanced budget and protect front line services for the people of Sandwell.</p> <p>The recent Corporate Peer Challenge undertaken by the LGA found:</p> <p>“Strong financial management has enabled the Council to protect universal frontline services while balancing the budget year on year. Robust medium-term budget planning and proactive in-year management are features of the approach which has put the Council in a stable financial position. There is an excellent track record of delivering savings and efficiencies, and plans to meet the savings requirements over the short term appear well advanced. There is an innate confidence in the approach taken to date.”</p>
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<b>38a</b> 03/2018	<p><b>Health and Social Care Reforms</b></p> <p>If appropriate arrangements are not made to effectively manage the implications and the impact of the health and social care reforms including the Social Care Green Paper 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" data-bbox="250 721 660 916"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">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="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					2				8	1						1	2	3	4		Impact				8 (amber)		8 (amber)	8* (amber)	<p>This risk supersedes the previous risk 38 (transforming adult social care) and is included in the strategic risk register as a result of the uncertainties that flow from the Green Paper on social care for older people that was announced in the March 2017 budget. The Paper is due to be published by Autumn 2018, and is intended to set out the government's plans for improving care and support for older people and tackle the challenges presented by an ageing population.</p> <p>The Paper will be guided by the seven key principles highlighted by the new Health and Social Care Secretary and include quality of care; further integration of health and social care (involving joint health and social care assessments, care and support plans and integrated personal health budgets); a NHS and social care workforce strategy; support for carers and a sustainable funding model.</p> <p>Once published, the paper will be subject to a full public consultation at which point the council will consider the implications it has for its adult social care services.</p>
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40 01/2015	<p><b>School Place Planning</b></p> <p>If the Department for Education is unable to provide sufficient funding and if the council is unable to identify suitable solutions to schools' place planning and deliver these solutions on time and to scope then it will fail to discharge its statutory duties to provide sufficient school places.</p> <p>Risk owner – Lesley Hagger/ 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; 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>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> <td></td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					8 (amber)		12 (red)	8 (amber)  August 2018	<p>This risk is concerned with ensuring that there are sufficient school places available (primary and secondary) in future years, with a specific focus now moving to secondary school places.</p> <p>Since last reported, 450 secondary places have been delivered across two schools, with a further 2,400 planned for September 2019, including a new school on Kelvin Way in West Bromwich. However, a recent announcement by the Department for Education (DfE) of the Basic Need Funding for 2020 has revealed that no allocation has been made to Sandwell for basic need funding that was expected for the phased completion of this school and Q3 Langlely. The council is challenging this directly with the DfE, the Under Secretary of State for the School System – Lord Agnew and has also briefed local MPs, as the council will potentially not have sufficient capacity of places to meet need. This has resulted in the increase in the current assessment of the risk.</p> <p>Inward migration has continued to increase across all areas of the borough placing additional pressure on the supply of mid-year school places.</p> <p>Measures in place to manage the risk include:</p> <ul style="list-style-type: none"> <li>• Officers continue to monitor borough wide demographics, using birth rate data, migration trends, etc. Forecasts were last produced with a 99.86% accuracy</li> <li>• The council continues to engage with all providers (free schools and academies) to actively secure new provision</li> <li>• Regular meetings are held with The Cabinet Member for Children's Services and senior management to identify potential site solutions</li> </ul> <p>Achievement of the target score is dependent on factors outside the council's control and in particular, the future years' basic need allocations as noted above.</p>
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42a 02/2017	<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 corporate and sensitive personal data (including bank details)</li> <li>• Enforcement action</li> <li>• Significant financial loss and</li> <li>• Reputational loss</li> </ul> <p>Risk owner – Darren Carter Cabinet Member – Councillor Trow</p> <table border="1" data-bbox="250 1024 660 1217"> <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 colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4	Impact						12 (red)		8 (amber)	8 (amber)	<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 and given the significant impact that this risk has on service delivery, reputation and potentially finance.</p> <p>Since last reported, the following has taken place which has resulted in a reduction in the assessment of this risk.</p> <ul style="list-style-type: none"> <li>• The redesign of ICT services includes a cyber security lead officer. A high level gap analysis against the 10 steps to cyber security has been completed and presented to the ICT management team in May 2018.</li> <li>• A number of actions have been completed to reduce the risk in respect of 'managing user privileges (e.g. reducing generic user accounts) and 'secure configuration.</li> <li>• The ongoing move of employees to the Citrix environment as it is a centrally managed and secure platform</li> <li>• Demonstrations of e -learning packages for raising awareness of cyber security and GDPR have taken place with a view to a tender being placed in June 2018.</li> <li>• There are a number of areas where further work and resource continues to be required and this has been incorporated into the ICT strategy, single work programme and business plan.</li> </ul> <p>Despite the above, and the work that is being undertaken during the year, even when these controls are in place, a cyber threat and risk will continue to be high as the types of threats change and evolve over time and the need for new controls and measures to be implemented become apparent.</p>
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44 05/16	<p><b>Land Sales and Other Matters</b></p> <p>If the council does not put in place a robust system of assurance around the new and/ or updated policies and procedures that have been put in place to address the findings from the land sales, legacy land matters (including Lion Farm) and other matters investigated, then it will be unable to ensure compliance with these new arrangements and evidence robust and effective corporate governance arrangements are in place across the council.</p> <p>Risk owner – Alison Knight Cabinet Member – Councillor Eling</p> <table border="1" data-bbox="250 810 660 1007"> <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; 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></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			6		1							1	2	3	4	Impact						6 (green)		6 (green)	4 (green)  April 2019	<p>Following on from the investigations conducted over land sales and other matters, the council has put in place a number of mitigating measures including:</p> <ul style="list-style-type: none"> <li>• A sale of land and buildings protocol</li> <li>• New Procurement and Contract Procedure Rules</li> <li>• Land and Asset Management Committee</li> <li>• Updates to the declarations of interest policy</li> <li>• Improved money laundering checks</li> </ul> <p>In order to obtain assurances on compliance with the new policies and procedures, the council has put in place the following:</p> <ul style="list-style-type: none"> <li>• The council's Internal Auditors are carrying out a number of audit reviews and will be reporting their findings to the Audit and Risk Assurance Committee throughout 2018/19</li> <li>• The Corporate Landlord and Property Services departments have been brought together under one Strategic Land and Asset service</li> <li>• A new director has been appointed for Regeneration and Growth and a new Service Manager within this directorate is ensuring new procedures are being implemented</li> <li>• A culture change has been implemented across the council and all areas of concern thoroughly investigated</li> </ul>
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45 07/16	<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 – Chris Ward Cabinet member – Councillor Hackett 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						9 (amber)		9 (amber)	6 (green)  April 2019	<p>The Apprenticeship Levy introduced on 1 April 2017 involves an annual council contribution of 0.5% of its pay bill (including local authority maintained schools) of approximately £1 million to be paid into an apprenticeship service account for the council. The account gains a 10% top up from the government.</p> <p>In addition to the above, in May 2017 targets were introduced by government that require all public sector bodies with a workforce of 250 or more, to provide apprentice opportunities equating to at least 2.3% of their workforce. For the council therefore, this is estimated to be a target for 2017/18 of 194 apprenticeships (comprising 96 council and 98 for schools).</p> <p>The funds in the account have to be used within 24 months in order to avoid forfeiture.</p> <p>The council has put in place a project team which meets regularly to assess the progress being made, prioritise target areas and report to the Apprenticeship Board is chaired by the risk owner and has Cabinet Member representation.</p> <p>The LGA has carried out a survey on the use of the levy by councils and confirmed that:</p> <ul style="list-style-type: none"> <li>Councils were on course to meet 42% of their Public-Sector Target (PST) by the end of the 2017/18 year. For Sandwell, the comparative figure is 69.5% of its PST</li> <li>Councils were meeting 59% of their target whilst maintained schools only met 18% of their target. For Sandwell, the respective results are 79% and 61%</li> </ul> <p>Despite the above, Sandwell like most councils is at significant risk of not being able to use the funds in its account by April 2019. To use the funds through new starts alone would require an additional 360 new apprentices but would cost £2.5 to £5.5 million per annum in additional pay. Appraisals and directorates are being targeted to identify current employees to upskill. HR is developing a core offering of career pathways for each directorate which will also contribute to mitigating the ageing profile of the council's workforce and enhance succession planning by plugging any skills gaps.</p> <p>Officers from Employment and Skills and HR continue to support schools and attended meetings.</p>
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47 07/17	<p><b>Maximising opportunities from the West Midlands Combined Authority</b></p> <p>If the Council does not actively participate in the 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 Cabinet Member – Councillor Eling and Councillor Moore</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; 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				9 (amber)		9 (amber)	9* (amber)	<p>The work of the WMCA is based around various key areas including, productivity and skills, mental health, housing and land regeneration and transport. Measures to manage this risk include:</p> <ul style="list-style-type: none"> <li>Member representation on the main Boards and Committees of the WMCA e.g. the WMCA Housing and Land Delivery Board; the Transport Delivery Committee and the WMCA Wellbeing Board ensure involvement in policy and strategy setting. In particular, there has been significant involvement of the Leader of the council with the WMCA on the Inclusive Growth agenda.</li> <li>Regular attendance of senior officer/ management at meetings to discuss specific matters e.g. WMCA Chief executive meetings; WMCA s151 meetings; WMCA regeneration directors, etc. where officers are involved in policy and strategy setting information is shared, best practice, tools and collaborative ways of working are discussed</li> <li>Submission of bids to the WMCA and Black Country LEP (who also receive funds from the WMCA) for new projects and pipeline of schemes, via the preparation of business cases. This has shown recent successes with the council being awarded grant monies via Local Growth Funding and council applications being made to the Land and Property Investment Fund.</li> </ul> <p>Greater participation in future activity through the appointment of the new Director for Regeneration and Growth should enable further engagement in other areas such as the productivity and skills agenda and address previously highlighted issues in respect of the capacity and resources available to maximise the funding received and to develop new projects for submission to the WMCA.</p>
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48 07/17	<p><b>Vision 2030</b> If the council does not put in place arrangements to monitor and assure itself of the delivery against its 2030 vision, then this will result in the Sandwell's ambitions and Vision 2030 not being met.</p> <p>Risk owner – Darren Carter Cabinet Member – Councillor Eling and Councillor Trow</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="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					2				8	1						1	2	3	4		Impact				8 (amber)		8 (amber)	8* (amber)	<p>Since last reported, the following has been implemented in the management of this risk:</p> <ul style="list-style-type: none"> <li>Directorate business plans aligning to the 10 Ambitions in Vision 2030 were approved by Cabinet in February 2018.</li> <li>An ongoing review of council policies has been taking place to ensure policies lend themselves to contributing to the partner Vision 2030, and to ensure that they do not conflict with the aims of Vision 2030. As a result, new Procurement and Contract Procedure Rules were approved by Cabinet in March 2018. Amongst other changes, changes to ensure that all tender evaluations included at least 5% for social value have been incorporated into the rules.</li> <li>Measuring progress against the delivery of Vision 2030 was the main point of discussion at the Cabinet Summit that took place in May 2018. At this summit discussions took place about the need for the performance framework to be designed in a way that tracked the impact Vision 2030 was having on people's lives. As a result, it was agreed that as inclusive growth is about people being able to touch and feel the benefits of rising prosperity in a region, and has a purposeful approach to economic growth, this would be used as the basis for Vision 2030 tracker. This will enable growth to be measured but more importantly, measures how well it is distributed and shared across the population and borough.</li> <li>Work is now taking place with the West Midlands Combined Authority and the Joseph Rowntree Foundation to develop specific measures.</li> <li>A Sandwell barometer entailing a biannual survey will be conducted to seek how people feel about the borough.</li> </ul>
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49 01/18	<p><b>Delayed Transfer of Care (DTC)</b></p> <p>If we do not reduce DTC to national level, then we risk government intervention leading to a reduction in grant and potential financial clawback and reputational impact.</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; 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>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td colspan="4" style="text-align: center;">Impact</td> <td></td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					12 (red)		12 (red)	8 (amber)  April 2019	<p>This risk is a key deliverable and workstream of the Better Care Fund (BCF) Programme and involves targets being met for both acute and non- acute patients. Failure to meet targets could result in intervention by the Care Quality Commission and loss of control over the use and availability of financial resources.</p> <p>Delayed Transfer of Care is a national issue and has been widely reported in the media over recent years (also referred to as 'bed blocking'). For Sandwell, the key areas giving rise to the issue have centred around multiple and complex pathways; commissioners' management of residential and domiciliary care and information sharing.</p> <p>To mitigate the risk a project has been set up for the DTC improvement plan which broadly involves the delivery of a single social care and health hub pathway. The Better Care Fund Programme is being maximised to protect a number of vital prevention-focused services and a range of integrated services that support appropriate, timely and effective hospital discharges. The risk is governed by the BCF partnership Board and over recent months, Sandwell has been successful in achieving its targets. To continue meeting targets, on 16 May 2018, Cabinet approved the procurement of an early supported discharge contract to guarantee availability of provision and resource to support either admissions avoidance or a timely discharge from hospital for individuals requiring care and support in their own homes or within a nursing home setting. However, whilst this contract will enable current targets to be met, due to Sandwell's success in managing DTC, Sandwell's DTC target is now being revised down to a level not yet known. As a result, the risk of being unable to meet this revised target will be high given the current arrangements in place are only sufficient to manage the current target level. To mitigate against this revised downwards target, a project manager has been appointed to carry out an options appraisal for the development of a health and social care centre within the next two years. Until a way forward has been agreed, the risk will remain high.</p>
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Risk Ref	Risk Title and Description	Previous score (Feb 2018)	Direction of travel	Current score (June 2018)	Target score and date	Comment																																
50 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 Cabinet member – Councillor Gavan</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 (red)		12 (red)	4 (green)  April 2021	<p>This risk is being managed through the project management arrangements which have been put in place and include:</p> <ul style="list-style-type: none"> <li>The establishment of a project team and the appointment of a project director in May 2018. Work to increase capacity and resource via appointments to other roles has commenced and should be completed by September 2018</li> <li>Project governance arrangements are in place whereby regular project reporting to the Executive Director-Neighbourhoods and the Cabinet Member for Leisure takes place, in addition to regular reports and update meeting with the Commonwealth Games Federation Board 2022</li> <li>A project risk register has been developed and at present the main risk is in relation to finance as noted below.</li> <li>A high level project plan is in place setting out the key milestones to be achieved. The project has currently completed RIBA Stage One but an issue around the capital budget allocated for the Aquatic Centre and the assumptions the council has used in preparing the design has come to light. A review of the budget / design assumptions that were included in the bid document that Sandwell Council have been working to and the budget contained with the Host City Contract have highlighted issues that have yet to be resolved. A meeting between Sandwell, Birmingham City Council, Department for Digital, Culture, Media and Sport and the Organising Committee was held in June 2018 and an update to the Capital Programme Board will be provided following this.</li> </ul> <p>As a result of the above, the project is currently assessed as red.</p>
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51 03/18	<p><b>Peer Review Recommendations</b></p> <p>If the council does not accept, put arrangements in place and implement the recommendations made in the LGA Corporate Peer Review on a timely basis then this will not support the council's continuous improvement and have a significant negative reputational impact.</p> <p>Risk owner – Jan Britton Cabinet member – Councillor Eling</p> <table border="1" data-bbox="250 667 663 863"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">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="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> <td></td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4		Impact					n/a	n/a	8 (amber)	6 (green)  November 2018	<p>The LGA Corporate Peer Challenge which took place in January 2018 focussed on six areas:</p> <ul style="list-style-type: none"> <li>• Understanding the local place and priority setting</li> <li>• Leadership of place</li> <li>• Organisational leadership and governance</li> <li>• Financial planning and viability</li> <li>• Capacity to deliver and maximising opportunity</li> </ul> <p>The Review identified the council's strengths and successes including; a strong vision for the future of the Borough through Vision 2030; the impressive levels of awareness across the council and amongst external partners; the council's commitment to protecting frontline services and its sound financial planning.</p> <p>In order to build on the above successes, the Review made 12 recommendations which together with the council's proposed response were reported to and agreed by Cabinet in May 2018. A detailed action plan is being developed to implement the recommendations made and referenced to priorities within directorate business plans to monitor progress alongside the delivery of business plans. A lead director has also been identified for each recommendation made.</p> <p>The LGA Corporate Peer Challenge process involves a lighter touch follow up visit to take place within two years to demonstrate progress made. The council has been proactive and has already signed up for a further visit to conduct the follow up review in early 2019. As such, a further report will be presented to Cabinet in the Autumn, prior to the visit, setting out the progress made on each of the recommendations made. Whilst some of the recommendations will take at least 12 months to fully deliver, the target risk score and date reflects the progress in putting in place the necessary arrangements.</p>
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52 05/18	<p><b>Better Care Fund (BCF) and Public Health Grant</b></p> <p>If the government fails to confirm or extend grant funding for the Better Care Fund and for Public Health, then the council will be unable to discharge its key statutory functions in this respect.</p> <p>Risk owner – David Stevens 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						n/a	n/a	12 (red)	8 (amber)  When funding sources and levels confirmed	<p>This risk has been escalated from the Adult Social Care, Health and wellbeing directorate risk register.</p> <p>This is a risk that is relevant to all councils across the country and identifies the key issues of social care and public health services 'falling over' if there is a lack of clarity over how public health services will be funded and the levels of funding available, as well as the future of the BCF programme.</p> <p>The currently ringfenced public health grant (which for Sandwell in 2018/19 is approx. £24.7 million) is confirmed until March 2019. However, thereafter the government's intention is to fund public health from business rates retention and for this not to be ring fenced. As such this will be dependent upon the council's ability to generate business rate income through economic growth and with a confirmed equalisation process will result in uncertainties around the levels of public health funding and therefore extend health inequalities that currently exist within the borough.</p> <p>In terms of the improved BCF, this too is confirmed until March 2019.</p>
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\* These are risks which are likely to remain amber over the medium term due to the longer term nature of these risks and the continued uncertainties. As such these risks do not have target dates.