

Appendix A

Profile of Current Strategic Risk Scores

RED	12, 18
AMBER	1, 2, 4, 5, 7, 9, 15
GREEN	10, 16, 17,

Summary Resources Directorate Risk Register @ July 2018



[IL1: PROTECT]







Resources Directorate Business Plan Priorities



1. Skilled and Flexible Workforce	2. Life Skill Opportunities and Experiences	3. Partnership Working	4. Digital Sandwell	5. Communications	6. Governance Structure	7. Development of Town Plans	8. Financial Stability	9. ICT Infrastructure
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Risk Ref	Risk Title and Description	Previous score (March 2018)	Direction of travel	Current score (July 2018)	Target score and date	Comment
01 02/18	<p>Ageing workforce and succession planning</p> <p>If robust plans are not put in place to ensure that:</p> <ul style="list-style-type: none"> • key functions do not continue to be dependent on a single person • the council has an adequate budget to train staff to ensure it has an effectively skilled future workforce <p>then there is a risk of service failure due to over reliance on key individuals and a risk of a reduced workforce that will be unable to meet future needs and provide effective service delivery.</p> <p>Risk owner: R Luckman</p>	9 (amber)		9 (amber)	6 (green) March 2019	<p>This risk has become more prominent over recent years, as a result of the savings the council has had to make following the central government funding reductions during this time.</p> <p>Workforce data has been analysed and 55+ profiles have been completed for each directorate and will inform the corporate workforce strategy that is being developed.</p> <p>A skills audit and a training needs analysis is being conducted to identify any skills gaps and to ensure that a training plan is put in place to enable employees to receive the appropriate training and development and acquire the relevant skills and knowledge to deliver future services effectively.</p> <p>Work to maximise use of the apprenticeship levy funds is also being undertaken (as noted under strategic risk 45) to upskill employees and take on new apprentices.</p>


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Risk Ref	Risk Title and Description	Previous score (March 2018)	Direction of travel	Current score (July 2018)	Target score and date	Comment																															
02 02/18	<p>Health and Wellbeing: If managers and employees across the Resources directorate do not take collective responsibility to implement the health and wellbeing initiatives to assist in employee wellbeing which have been put in place by the council then levels of absence may increase.</p> <p>Risk owner: R Luckman</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>9</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	9	Red	2	Green	Green	Green	Yellow	1	Green	Green	Green	Green		1	2	3	4		Impact				9 (green)		9 (green)	6 (green) March 2019	<p>This risk has been identified to manage the upwards trend of sickness absence within the directorate during 2017/18, a trend which is also replicated across most of the other directorates within the council.</p> <p>Measures in place and further actions to be taken to manage the risk include:</p> <ul style="list-style-type: none"> A number of initiatives e.g. employee assistance programme/ Lifestyle Support have been developed to assist employees with their wellbeing Monthly review of sickness levels by service managers The reintroduction of the directorate absence review panel who will seek assurances on the actions being taken by managers to improve employee wellbeing.
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04 02/18	<p>Business Planning If the directorate and service level business plans are not known and understood by all staff then the directorate will fail in the delivery of its key priorities over the next 12 months.</p> <p>Risk owner: S Lilley</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>9</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	9	Red	2	Green	Green	Green	Yellow	1	Green	Green	Green	Green		1	2	3	4		Impact				9 (amber)		9 (amber)	6 (green) March 2019	<p>The directorate business plan and priorities were approved by Cabinet in February 2018 and in order to ensure that the priorities are delivered, a working group for each of the directorates nine priorities has been established. Lead officers have been appointed to co-ordinate activity within each group and are supported by an officer from the Service Improvement Team.</p> <p>Each working group is developing an action plan which will set out the key milestones to be achieved and the expected outcomes and will feedback to the directorate management team on a regular basis on the progress made.</p>
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05 02/18	<p>Changes in Procurement & Contract Procedure Rules</p> <p>If the council is not compliant with the new Procurement and Contract Procedure Rules, then this could increase the risk of challenge against decisions made in the award of contracts.</p> <p>Risk owner: K Ashley</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>8 Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	Yellow	Red	2	Green	Green	Green	8 Yellow	1	Green	Green	Green	Green		1	2	3	4		Impact				12 (red)		8 (amber)	4 (green) March 2019	<p>The Procurement and Contract Procedure Rules were updated to align with Vision 203 and were approved by Cabinet in March 2018. Awareness sessions at management meetings, briefings and training sessions have been provided to employees on the new rules and the e-procurement system. Alongside this, a restructure of the Procurement Service has been completed and implemented on 1 July 2018 which will assist in the management of this risk. A skills gap analysis will be completed over the coming months to ensure the service is fully skilled to provide the appropriate service.</p> <p>Assurances around compliance with the new rules will be sought from the newly established intelligence team who will monitor spend and application of the rules as well as receiving assurances from Internal Audit as part of its annual audit plan and report.</p>
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07 02/18	<p>ICT: New ways of working aligned to the digital transformation strategy and MySandwell</p> <p>If we fail to develop a digital strategy with the appropriate governance arrangements and if service areas fail to embrace these agreed digital technologies available, to transform how they work and deliver services, then the council will fail to realise significant efficiencies/ improvements.</p> <p>Risk owner: S Knowles</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>9 Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td colspan="4">Impact</td></tr> </table>	Likelihood	4	Green	Yellow	Red	Red	3	Green	Green	9 Yellow	Red	2	Green	Green	Green	Yellow	1	Green	Green	Green	Green		1	2	3	4		Impact				9 (amber)		9 (amber)	6 (green) Dec 2018	<p>This management of this risk will assist in the delivery of a number of the directorates and corporate business plan priorities and is concerned with the alignment of services to the digital strategy to realise service improvements and efficiencies.</p> <p>The measures being taken include:</p> <ul style="list-style-type: none"> The integration of the Digital Transformation Team (currently being redesigned) from Neighbourhoods directorate into ICT and the development of a digital transformation strategy Capital investment in excess of £6million, the annual investment of £1.2million has been secured in addition to the introduction of an Adoption ICT lead. The launch of the new ICT strategy The establishment of a new Digital Transformation Governance Board to oversee and manage the delivery of outcomes from the strategy.
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09 02/18	<p>Accounts Closedown</p> <p>If effective plans and arrangements are not put in place to prepare the statement of accounts, the council will be unable to meet its statutory deadline to publish the accounts.</p> <p>Risk owner: R Griffiths</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>8 Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>Green</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	Green	Yellow	Red	Red	3	Green	Green	Yellow	Red	2	Green	Green	Green	8 Yellow	1	Green	Green	Green	Green		1	2	3	4	Impact						8 (amber)		8 (amber)	4 (green) May 2019	<p>This risk reflects the changes introduced by the Accounts and Audit Regulations 2015, which introduced tighter timescales for the preparation and publication of the Statement of Accounts, from 2017/18 onwards. The preparation of draft financial statements signed by the s151 Officer were brought forward by 30 days to 31 May, and the deadline for the approval and publication of the accounts with an audit opinion were brought forward by 62 days to 31 July.</p> <p>Whilst the council had successfully closed down and will have published the 2017/18 accounts in accordance with the new timescales and thereby reduced the risk to green for the 2017/18 accounts, the risk assessment will be maintained at amber for the current 2018/19 year, as this will be the first year of working with the councils' new external auditors (Grant Thornton) and will also be the first year that will require the accounts of Sandwell Children's Trust to be consolidated into the council's accounts and as such robust arrangements to be in place.</p>
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10 02/18	<p>Freedom of Information</p> <p>The council is required to comply with the Freedom of Information Act 2000. The Information Commissioner's Office requires that 90% of all responses are completed within the statutory timescales.</p> <p>Risk owner: S Taylor</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr> <tr><td>3</td><td>Green</td><td>Green</td><td>Yellow</td><td>Red</td></tr> <tr><td>2</td><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr> <tr><td>1</td><td>Green</td><td>Green</td><td>Green</td><td>4 Green</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	Green	Yellow	Red	Red	3	Green	Green	Yellow	Red	2	Green	Green	Green	Yellow	1	Green	Green	Green	4 Green		1	2	3	4	Impact						6 (green)		4 (green)	2 (green) September 2018	<p>An update on the management of this risk was provided to the Committee in January 2018. At that time, the council's performance for responding to FOIs was between 80%-85%. Since this time, enhanced monitoring by the Information Management Unit and appropriate escalation of issues to directors has been introduced and has resulted in an increase in performance to 85%-90%.</p> <p>As a result of resources being diverted to the GDPR project, the planned improvements to the Firmstep system (which records the FOIs and monitors progress) and the formal reporting of FOI performance at service level, have been delayed. These changes will mitigate the risk further.</p>
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12 02/18	<p>Governance</p> <p>If the council fails to undertake and complete the governance review in a timely manner, the council will hinder its ability to deliver the Vision 2030, promote and enhance key initiatives such as neighbourhood working, review of the Scrutiny function, etc. In addition, the council may suffer reputational harm for not satisfactorily addressing the peer review recommendation.</p> <p>Risk owner: S Tour</p> <table border="1" data-bbox="250 632 660 826"> <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; 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> <td></td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact					12 (red)		12 (red)	8 (amber) December 2018	<p>The Peer Review undertaken in January 2018 has endorsed the council's intention to undertake a governance review which will look at a number of areas including, the scrutiny function; scheme of delegation; the constitution; codes of conduct; and scheme of delegation. The council will be required to demonstrate what actions it has taken (and detail the outcomes) to Cabinet in the Autumn and the Peer Review Team thereafter.</p> <p>To mitigate this risk, the following actions are being implemented:</p> <ul style="list-style-type: none"> Working groups have been/ are being established to review each of the areas noted above. Which will involve Governance Services working alongside Legal Services, senior management and members Key milestones to be achieved are being identified and agreed Regular updates are being provided to the Cabinet Member for Culture and Core Council Services on the actions being taken and the progress made.
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15 02/18	<p>Sandwell Children's trust Support Services Agreement (SSA)</p> <p>If the council fails to deliver effective support services Sandwell Children's Trust, then:</p> <ul style="list-style-type: none"> This will have an impact on the Trust's ability to effectively discharge its objectives as set out in the Service Delivery Contract, which will result in the council being unable to discharge its statutory duties in relation to children's social care The Trust may seek to procure its support services externally, which will result in a loss of income to the council and thereby impact on its resources (both financial and human) <p>Risk owner: K Ashley</p> <table border="1" data-bbox="250 858 660 1050"> <tr> <td rowspan="4">Likelihood</td> <td>4</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700; text-align: center;">8</td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> </tr> <tr> <td></td> <td></td> <td>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)	4 (green) March 2019	<p>This risk relates to the Support Services agreement (SSA) that sits alongside the service delivery contract between the council and Sandwell Children's Trust that were approved by Cabinet prior to go live of the Trust on 1 April 2018. Most of the support services provided have been agreed for an initial period of 12 months only.</p> <p>To manage the risk, the risk owner who is also the customer relationship manager has regular meetings with the Trust leads. In addition, SSA leads have been identified for each service area and have been involved in the development of the SSA to ensure the requirements and the obligations of both the Trust and the council are understood. The leads meet quarterly to discuss the governance arrangements or any changes to these, any issues arising and any matters that require escalation to the Operational or Strategic Partnership Boards.</p> <p>Further work is currently underway with the Trust to evaluate the services and specifications currently in place, with a view to reviewing the term of each service specification to enter into longer term agreements. This will provide the council with increased certainty over future income levels over the medium term and contribute to the effective management of this risk.</p>
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16 04/18	<p>Communications</p> <p>The council needs to ensure that it has robust internal and external communication plans, that defend and enhance the reputation of the council to all stakeholders. Otherwise, incorrect messages will be sent, harming the good work that the council is doing.</p> <p>Risk owner: R Wyatt</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td>6</td><td></td></tr> <tr><td>1</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td colspan="6">Impact</td></tr> </table>	Likelihood	4					3					2			6		1						1	2	3	4	Impact						6 (green)		6 (green)	3 (green) January 2020	<p>This risk is in respect of ensuring accurate, timely and improved information and messages are available to employees within the council and external stakeholders. Measures that have/ are being implemented to manage this risk include:</p> <ul style="list-style-type: none"> Refresh of the council's internet website and ongoing work with ICT to improve the intranet Monthly staff briefings take place for all employees within the directorate which relay any key messages from EMT and the directorate management team Targeted use of Sandwell Herald, social media and press releases to raise awareness of the good work and council's achievements. <p>Further work to align external communications to the 2030 vision and town plans, and utilisation of the full suite of Microsoft products will further enhance the mitigation of this risk.</p>
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17 04/18	<p>Staff Engagement Survey</p> <p>If the council does not communicate the results of the Employee Engagement Survey effectively and then develop and implement an action plan and communicate the completion of these actions to all, then employees may become disengaged with the process and improvements will stagnate.</p> <p>Risk owner: R Luckman</p> <table border="1"> <tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td>6</td><td></td></tr> <tr><td>1</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td colspan="6">Impact</td></tr> </table>	Likelihood	4					3					2			6		1						1	2	3	4	Impact						6 (green)		6 (green)	3 (green) October 2018	<p>This risk relates to the employee engagement survey that was undertaken in November 2017. The results of the survey have been communicated at various levels across the organisation, including the Executive Management Team (EMT), directorate management teams and to service managers.</p> <p>As well as reporting the overall headlines via EMT's key messages, Service managers have communicated results to employees for their respective services and are in the process of jointly preparing action plans for implementation, to address any areas of concern, which will be monitored by the HR service and service managers.</p> <p>The outcomes from the action plans will be shared via the communications team by sending out 'You Said, We Did' messages to all employees.</p>
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Risk Ref	Risk Title and Description	Previous score (March 2018)	Direction of travel	Current score (July 2018)	Target score and date	Comment																															
18 04/18	<p>Financial/ management information system</p> <p>If a comprehensive and effective options appraisal is not carried out to decide whether to upgrade or replace the current Oracle system, then this will result in the council not having the most appropriate system for its needs.</p> <p>Risk owner: R Griffiths</p> <table border="1" data-bbox="248 632 660 826"> <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; 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				12 (red)		12 (red)	4 (green) 2020	<p>This risk relates to the need for the council to make an informed decision in respect of its future information and financial management system, to ensure it meets the future needs of the council as well as being compliant with the General Data Protection Regulations.</p> <p>The measures in place to manage the risk include:</p> <ul style="list-style-type: none"> The establishment of a project board, which includes representation from ICT services to provide technical support and an external provider to assist in the procurement and specification. A project plan has been developed setting out the key milestones to be achieved and the associated timescales <p>To mitigate the risk further, the following key actions are required:</p> <ul style="list-style-type: none"> Stakeholder engagement is taking place to understand requirements for the new system An analysis of the current system capabilities will be undertaken to identify the current capabilities required as well as the gaps that need to be addressed in any future system A detailed implementation plan will be developed to ensure there is sufficient timescales included to ensure a successful roll out of the new system, involving appropriate user training for officers and managers.
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