

# Neighbourhoods Summary Directorate Risk Register - February 2019

## Profile of Current Directorate Risk Scores

<b>RED</b>	1, 6, 7, 9,
<b>AMBER</b>	2, 4, 5, 8, 10, 12
<b>GREEN</b>	11



**Ambition 1**

High aspirations



**Ambition 2**

Healthy lives



**Ambition 3**

Skills



**Ambition 4**

High quality education



**Ambition 5**

Safe communities



**Ambition 6**

Excellent and affordable public transport



**Ambition 7**

Housing to meet needs



**Ambition 8**

Community life, leisure centres & entertainment



**Ambition 9**

Location of choice for Business and growth



**Ambition 10**

Reputation for getting things done

## Neighbourhoods Directorate Business Plan Priorities

**1. Housing to Meet Local Needs**

**2. Develop and Support Business's in Sandwell**

**3. Vibrant Centre of Culture and Leisure**



**4. A place where communities feel safe and secure**



**5. Delivery of Town Plans**



**6. Attract New and Growing Business**



**7. Improve Transport Links**


**8. Partnership Working to identify and prevent extremism and radicalisation**

Risk Ref	Risk Title and Description	Previous Score	Direction of travel	Current score (Feb 2019)	Target score and date	Comment																												
NS 1 09/15	<p><b>Housing Rental Income</b></p> <p>If a reduction in housing rental income is experienced as a result of:</p> <ul style="list-style-type: none"> <li>Increasing Rent Arrears</li> <li>Void Rent Loss</li> <li>Welfare Reform including Universal Credit</li> </ul> <p>Then this may result in budgeted levels of rental income not being achieved.</p> <p><b>Risk Owner:</b> Alan Caddick <b>Priorities Impacted:</b> 1</p>	12 (Red)		12 (Red)	8 (Amber) March 2020	<p>The uncertainties of the impact that universal credit may have on this risk continue to determine the assessment of this risk. The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> <li>Service structures are being reviewed to ensure they are fit for purpose and take account the changes brought about by Welfare Reform.</li> <li>A programme of ICT enhancements is being implemented to achieve greater efficiencies in the collection of rental income.</li> <li>Monthly updates are provided to the Director and Service Manager on the levels of rent collection.</li> <li>Following discussions at the Housing Scrutiny Board, town workshops with officers / members are to be arranged to review age restricted properties within each town. The aim is to increase the number of eligible applicants for properties thereby further reducing void loss.</li> <li>Review of the allocations policy which will enable more applicants to bid on properties.</li> </ul>																												
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NS2 09/18	<p><b>Compliance with Asbestos Regulations</b></p> <p>If the council does not have up to date and accurate records setting out the full extent of where asbestos exists across the council's office and investment portfolio; then it will be unable to formulate effective asbestos management plans. This could result in the Council not being fully compliant with the relevant regulations and jeopardise the health and safety of employees, commercial tenants and the general public.</p> <p><b>Risk Owner:</b> Lee Constable <b>Priorities Impacted:</b> 1 and 4</p>	9 (Amber)		8 (Amber)	6 (Green) March 2020	<p>Mitigations in place to manage this risk include:</p> <ul style="list-style-type: none"> <li>The Council holds records showing where asbestos exists within its office and investment portfolio.</li> <li>An asbestos team is in place which controls, monitors and remedies any issues with regards to asbestos and has oversight of this risk.</li> <li>The Council has a database of known asbestos locations which is regularly reviewed, monitored and updated as survey information comes to light.</li> <li>Each site has a register in place to identify asbestos locations so that contractors and workers are fully aware of the risk locations.</li> <li>Asbestos surveys are undertaken and individual asbestos management plans developed for each site which are being routinely managed.</li> </ul>																												
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NS 4 09/18	<p><b>Work Place Vision</b></p> <p>If the Council does not put in place appropriate project management arrangements to implement the Work Place Vision then the project may not be delivered to timescales, scope and budget.</p> <p><b>Risk Owner:</b> Alison Knight <b>Priorities Impacted:</b> 1 and 2</p>	8 (Amber)		8 (Amber)	4 (Green)  April 2020	<p>Assurance on the management of this risk is provided by the Strategic Project Board which is chaired by the Executive Director for Neighbourhoods and has membership from across all Council Directorates. Measures in place to manage this risk include:</p> <ul style="list-style-type: none"> <li>• An Operational group which is chaired by the Service Manager for Business Excellence, attended by Service Managers and Officers with appropriate workstreams including ICT feeding into the group.</li> <li>• A project Risk Register is in place which is monitored by the operational group and any significant risks escalated to the strategic project board for consideration and decision.</li> <li>• Project plan and regular highlight reports identify progress and provide actions for implementation.</li> <li>• The project is currently on target and in January delivered the first phase of work at the council house with the Neighbourhoods teams at this location now located in one area.</li> <li>• Further phases are currently being designed and planned to align with the on-going budget availability.</li> </ul>																										
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NS 5 09/18	<p><b>Management of the Council's Asset Portfolio</b></p> <p>If timely decisions are not made on the disposal of assets which are surplus to requirements then this will impact the effective delivery of the Capital Asset Management Strategy and result in the council not making the best use of its limited resources.</p> <p><b>Risk Owner:</b> Alison Knight <b>Priorities Impacted:</b> 2 and 6</p>	9 (Amber)		9 (Amber)	6 (Green)  March 2020	<p>Efficient and effective reduction / reuse of the council's assets directly impacts on repairs and maintenance and available resources. It provides a rationalisation programme that divests of underperforming assets and maximises the use of retained assets.</p> <p>Assurance on the management of this risk is given via strategy reviews which are undertaken every two years. The strategy review provides an Asset Management Plan which is then supported by a number of groups including Work Place Vision.</p> <p>The Land and Asset Management Officer Group provides a central clearing house for all assets.</p>																										
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NS 6 09/18	<b>Schools Capital Build Programme</b> If a timely decision is not made and agreed on the future arrangements for the current local education partnership contract then the council will be unable to deliver building projects for new schools or extensions to its schools in support of required school places.  <b>Risk Owner:</b> Lee Constable <b>Priorities Impacted:</b> 4	12 (Red)		12 (Red)	4 (Green) July 2019	This risk has a direct impact on strategic risk 40 'School Place Planning' planning which is currently rated as red. The current contract expires on 31 July 2019 and the Council has an option to extend for a further five years.  A project board with officers from across the Council is in place to consider this risk and to provide management and members with advice on the options available which will be presented to Cabinet in due course. Education, Skills and Employment officers have undertaken an options appraisal to avoid any disruption to the delivery of projects in the School Capital Build Programme.																									
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NS 7 09/18	<b>Statutory Compliance (Non-Asbestos)</b> If the Council does not have processes in place to assure itself that it has implemented an effective programme of statutory compliance (gas, water safety, fire) then this will result in the Council not being fully compliant with regulations which will jeopardise the health and safety of employees, commercial tenants and general public.  <b>Risk Owner:</b> Lee Constable <b>Priorities Impacted:</b> 4	12 (Red)		12 (Red)	8 (Amber) June 2019	Processes and procedures are in place to ensure that statutory compliance requirements (legionella, gas, fire) are carried out.  This risk also links in with the recent review by Internal Audit in respect of 'Public buildings - Gas Safety' which was reported to the Audit and Risk Assurance Committee in January 2019. Measures in place to manage this risk include: <ul style="list-style-type: none"> <li>Planned visits have been undertaken to assess compliance</li> <li>A programme of monthly meetings is in place with partners</li> <li>Development of an action plan to achieve on-going compliance which will be monitored by the Mechanical and Electrical team.</li> </ul> Implementation of the progress made against the Internal audit recommendations will be monitored and progress reported to the Audit and Risk Assurance Committee in 2019/20.																									
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NS 8 09/18	<p><b>Leased Out Properties</b></p> <p>If the council does not have effective processes in place to monitor its leases and assure itself that its leased-out arrangements are effectively managed, then this could result in:</p> <ul style="list-style-type: none"> <li>• A lack of clarity over the Council's obligations as Landlord and those of the tenant. Thereby the Council as a landlord may not meet its obligations.</li> <li>• Inability to ensure that the tenant is complying with the lease requirements.</li> <li>• The Council's assets not being adequately protected e.g. insurance</li> <li>• Potential loss of rental income</li> </ul> <p><b>Risk Owner:</b> Lee Constable <b>Priorities Impacted:</b> 2 and 6</p>	8 (Amber)		8 (Amber)	4 (Green) March 2020	<p>This risk also links in with a recent review being carried out by Internal Audit in respect of leases which will be reported to the Audit and Risk Assurance Committee in due course.</p> <p>The council is seeking external independent support in order to review and update the council's commercial property strategy in order to ensure that it maximises use and protects its portfolio.</p>																													
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NS 9 09/18	<p><b>Repairs and Maintenance to Operational Premises</b></p> <p>If the council does not have sufficient resources allocated for the delivery of future repairs and maintenance of the council's operational premises then it will be unable to ensure that its assets are adequately protected and maintained and remain fit for purpose.</p> <p><b>Risk Owner:</b> Amy Harhoff <b>Priorities Impacted:</b> 2, 3, 4 and 6</p>	12 (Red)		12 (Red)	8 (Amber) March 2020	<p>The council currently has a contract in place which expires on 31 March 2019. In order to manage this risk, the following measures are in place:</p> <ul style="list-style-type: none"> <li>• A report was presented to and approved by Cabinet in December 2018 to extend the contract for 12 months. Options for future delivery are currently being considered.</li> <li>• A programme is in place involving officers from procurement, legal, and corporate landlord for the approval of a suitable partner for the future delivery of property maintenance (compliance repairs and maintenance).</li> <li>• A report will be provided to elected members in due course to advise on the most appropriate option moving forward.</li> </ul>																													
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NS 10 09/18	<p><b>Regeneration Strategy</b></p> <p>If the council does not develop the right regeneration policy and strategy and secure appropriate funding for investment, then it will be unable to deliver the substantial aspirations for Place and Economy, underpinning the 2030 Vision.</p> <p><b>Risk Owner:</b> Amy Harhoff <b>Priorities Impacted:</b> All</p>	8 (Amber)		8 (Amber)	8 (Amber) Ongoing	<p>Sandwell has committed to develop and deliver a Regeneration and Inclusive Growth Strategy and investment pipeline for the borough. This will be developed with the communities and businesses within Sandwell looking through a local, regional, national and global lens to ensure a balanced and ambitious plan.</p> <p>To ensure the progress of the borough the council will also continue to make the case and secure investment for supported schemes for employment, housing and transport across the borough. This will include delivering on key schemes and projects such as Birchley Island and The Commonwealth Games Aquatic Centre, the risks for which are being managed on a project by project basis.</p>																																			
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NS 11 02/18	<b>Town Plans</b>  Failure to agree the priorities in each town that would form the Town Plan is a risk to the effective delivery of initiatives at a town level.  <b>Risk Owner:</b> Alan Caddick <b>Priorities Impacted:</b> 5	8 (Amber)		6 (Green)	4 (Green) Sept 2019	This risk reflects aligns with one of the recommendations flowing from the Corporate Peer Review that was undertaken in 2018.  The schedule to mitigate this risk involves effective and early re-engagement with partners and communities to agree priorities by 20 March 2019 prior to the commencement of Purdah. The evaluation of the feedback received will then be shared with EMT and Cabinet in April with a view to publishing the agreed plans after the election period.																									
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NS 12 09/18	<b>Sandwell Valley</b>  Failure to develop the Sandwell Valley Business Plan in a timely fashion could impact on plans to generate income that will sustain the Valley going forward and put at risk the council's plans to improve the Valley as a visitor attraction.  <b>Risk Owner:</b> Alan Caddick <b>Priorities Impacted:</b> 3	9 (Amber)		9 (Amber)	6 (Green) June 2019	To manage this risk, the council is in the process of agreeing the objectives for the Valley and its business plan and the resources required to pull together the business plan. The employment of an external agency to work with the council to develop the Plan and come up with key recommendations will assist in the timely mitigation of this risk.																									
							<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
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