

Emergency Plan Priorities				
Priority Area 1	Priority Area 2	Priority Area 3	Priority Area 4	Priority Area 5
Health and Social Care	Citizen and Communities	Infrastructure and Supplies	Business and Economic Impact	Organisational Impact

Risk Ref	Risk Title and Description	Current risk score (Aug 2020)	Target risk score and date	Commentary
C19 01 04/20	<p>Recovery Plan for Covid 19</p> <p>If the council does not put in place a robust plan, including reviewing its corporate and business plan priorities and financial planning in response to Covid 19, then the borough will be unable to swiftly recover from the pandemic which may result in:</p> <ul style="list-style-type: none"> Inability to support and protect its businesses, residents and workforce Inappropriate service budgets resulting in the inefficient allocation of limited resources An adverse impact on the council's reputation. <p>Risk Area – Corporate</p>	8 (amber)	4 (green) Ongoing over the medium term	<p>Management and governance of the recovery phase of the pandemic is being delivered through the Reset and Recovery Board, established in June 2020. Membership of the Board includes the Chief Executive and all directors. The Board meets weekly and reports to the Emergency Committee and Cabinet as appropriate. The agreed terms of reference include:</p> <ul style="list-style-type: none"> Developing and agreeing the approach to corporate activity, e.g. reinstatement of office accommodation or redeployment of staff. Final sign off for the restart or upscaling of services across the council that were previously stood or scaled down during the emergency response. Regular review of arrangements for services that have been restarted to understand impact and provide assurance on effectiveness of strategies or to determine alternative approaches as necessary. Understand the council's current and future financial position and ensure planning activity aligns to the council's medium-term financial strategy. <p>In addition to the above,</p> <ul style="list-style-type: none"> The council is working through the Local Resilience Forum with key partners including the West Midlands Combined Authority to understand what recovery should look like and ensure partners coordinate activity as the recovery requires a collective and joint approach across all partner organisations to mitigate this risk. To inform the recovery plan information is being collated and analysed from regional forums and via the WMCA. The Plan is also being informed by stress indicators that have been identified and are being monitored and reported on by service areas. Alongside the above, the reallocation of limited resources will also need to be considered to ensure these are reallocated on a risk based approach to where the risk to delivery of any 'updated' priorities is the greatest, and therefore decisions made on an informed basis.

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Risk Ref	Risk Title and Description	Current risk score (Aug 2020)	Target risk score and date	Commentary
C19 02 04/20	<p>Covid 19 Budgetary Implications</p> <p>Covid 19 has had a significant impact on the council's expenditure and income generation activity, with resources being spent on the emergency response. If the council does not have robust arrangements in place to record, monitor and report on Covid 19 financial pressures and ensure this is funded by central government then it will be unable to:</p> <ul style="list-style-type: none"> Assess and report on the adequacy of central government's emergency funding provided to deal with the pandemic Consider the implications it has for the Medium Term Financial Strategy and the immediate implications for the 2020/21 budget Understand the sustainability of the provision of council services. <p>Risk Area – Finance & Resources</p>	12 (red)	8 (amber) Dependent upon future government funding allocations and announcements	<p>Whilst the emergency response to the pandemic commenced in early March 2020, the financial impact resulting from the crisis is largely affecting the budgets for 2020/21 onwards.</p> <p>In order to mitigate against the unplanned increased expenditure, the following mitigations have been put in place:</p> <ul style="list-style-type: none"> The government has provided the council with additional emergency grant funding to assist with the council's response to the pandemic. The Finance team is working closely with all budget holders to identify and record financial pressures associated with Covid 19 (including additional the losses from income generating activity, reductions in council tax and business rate collections, the cost of the council tax reduction scheme and the costs arising from the inability to deliver planned savings, that were all factored into the 2020/21 financial budgets. Detailed financial reports including the revenue and capital outturn for Quarter 1 and projections for 2020-21 were presented to Cabinet on 12 August 2020. Although the projections show that the council is able to fund Covid 19 related pressures from the Emergency Grant funding in the current year, this is based on a number of key assumptions/variables including - that there will not be a second Covid 19 wave later in the year and no local lockdowns; the potential impact of social distancing measures on office accommodation costs and homeworking costs as well as on the SEND transport budget pressure have not been factored in; it is still relatively early in the financial year to assess the potential loss of Business Rates and Council Tax income and further details from the Ministry of Housing, Communities and Local Government for funding for loss of income is still awaited and has not been included in the projections reported. It is highly likely that the impacts of Covid 19 will cross over into future years too and therefore the risk will need to be factored into the Medium Term Financial Strategy (MTFS) as part of the recovery and resilience planning. Work is required on estimating the potential reduction in funding across the period of the MTFS and how this can be addressed. This will be undertaken by the Reset and Recovery Board and further information will be included in future monitoring reports to Cabinet and the Committee. As such, the score of this risk is not likely to reduce until more details regarding the full impact of the pandemic on the Council's financial situation is identified and fully understood.

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C19 03 04/20	<p>Economic Impact</p> <p>The economic impact on the global, national, regional and local economy from Covid 19 is already known to be significant. If intelligent data is not readily available or gathered, shared and analysed then:</p> <ul style="list-style-type: none"> The impact on the regional and local economy will not be clearly understood The economic measures put in place to manage the risk may not be appropriate <p>And result in</p> <ul style="list-style-type: none"> Local businesses unable to survive and collapsing Grant conditions on funding received not being met and clawed back, and inhibiting regeneration Increase levels of unemployment and deprivation across the borough leading to homelessness, debt, arrears and poor health Increased demand on council services <p>Risk Area – Regeneration & Growth</p>	12 (red)	8 (amber) Ongoing throughout 2021 and the medium term	<p>The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> Provision of support and advice to businesses. The council uses its business platform 'Think Sandwell' to reach a wider business audience and sectors to raise awareness of local and national support and financial assistance put in place by Central Government. The processing and payment of the discretionary, small business, retail, hospitality and leisure support grants announced by government for which applications will be ending on 28 August 2020. Work is continuing to gather business intelligence and understand the wider position across the borough and region to enable a proactive approach. Regional asks continue to be put forward via the WMCA to government that will support growth and aid recovery. Sandwell will need to take advantage of these regional opportunities and is reprioritising officer resources to bid for funding via the WMCA and Black Country LEP by bringing forward planned projects and schemes. The support made available to key council suppliers in line with government guidance PPN 02/20. A Community Wealth and Inclusive Economy Deal Board has been established as an option to assist in the mitigation of this risk. The Towns Fund Programme has retained its Government funding but what the future town centre environment now needs to look like remains uncertain with the retail landscape changing rapidly and many businesses reconsidering whether they require employees to work from offices. Sandwell has recently submitted accelerated funding bids for the programme for the three towns that were shortlisted in the government's 100 town list and will submit the Town Investment Plans in October 2020 <p>The difficulty in managing this risk has been that the data is not yet available to understand the full scale of the impact of the pandemic. The full impact may not be known for three to six months yet until the furlough scheme and job retention bonus ends.</p> <p>The national picture has already shown the impact Covid 19 has had on larger (and usually more resilient) businesses collapsing in recent weeks. With the timescales for Brexit also fast approaching and the uncertainties this brings, the scale of the economic impact on the regional and local economy could be profound and take some time to fully understand.</p>

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				The collapse of businesses will automatically bring about increased levels of unemployment (particularly amongst young people) and result in households getting into debt difficulties alongside rent arrears, homelessness, adding to the financial implications for the council alongside increased demand for council services (see risk below too), which is being managed by supporting residents via the welfare rights service which is being delivered remotely.
C19 04 04/20	<p>Risk to Health, Wellbeing and Life</p> <p>If the council does not allocate resources and put effective arrangements in place to support, protect and safeguard vulnerable people, its workforce (including commissioned care providers) and the people they come into contact with then there is a potential risk to health, wellbeing and life, resulting in excess deaths, negative reputational impact and also potential for future litigation claims against the council.</p> <p>Risk Area - Corporate</p>	8 (amber)	4 (green) Ongoing throughout 2021	<p>The measures in place to manage this risk include:</p> <ul style="list-style-type: none"> Governance arrangements have been stood up to oversee and support the council's response to managing and preventing widespread community transmission of COVID19, the impacts to council services, and how the council will engage with key partners and the public. These arrangements include the Strategic Incident Management Team (Strategic IMT) which is represented by officers from Health, Police, council and the voluntary sector. The IMT is focussed on seven themes which are each the responsibility of a cell that reports to the IMT. The IMT reports into the Emergency Committee for any decisions as appropriate. The council published its outbreak control plan (OCP) accompanied by an OCP risk register at the end of June 2020. The OCP which has been signed off by the Leader of the council and the Director of Public Health, details how the council will tackle the virus and control any future outbreaks. The Plan which is overseen by the Strategic IMT, has been developed by the council in conjunction with partner organisations and involved engagement with BAME communities and faith leaders to co-produce risk management plans. A copy of the OCP is available on the council's website. Particular attention has been paid to engagement with Black, Asian and minority ethnic (BAME) members of the community who have experienced a significantly greater impact of Covid-19. Extensive consultation and engagement is ongoing with BAME community representatives (including faith leaders) who are now central partners in many core areas of the council's Covid-19 response. This includes communications (which has been done in partnership with local BAME media outlets), contact tracing (staffed with significant numbers of BAME staff speaking languages common in Sandwell), staff risk assessment (enhancing preventative measures for BAME workers) and longer term work to address the link

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				<p>between inequality in Covid-19 outcomes and the pre-existing socioeconomic inequalities affecting BAME communities. Further work on this issue will continue as the council's Covid-19 response develops.</p> <ul style="list-style-type: none"> • Following the closure of the temporary Food Hub in Tipton on 31 July 2020, a contract has been put in place as well as work through the voluntary community sector to ensure vulnerable people in the borough continue to be supported. • The corporate sourcing and provision of PPE to staff including care workers, in line with prevailing Public Health England guidance. • Working with care providers to ensure that the provider support offer is effective and that risk assessments are regularly updated and reviewed. • Meetings of both the Sandwell Safeguarding Adults Board and the Domestic Abuse Strategic Partnership are now monthly (pre Covid 19 this was quarterly) to provide assurance on the increased safeguarding referrals being received around self neglect and substance related impact on the wellbeing of vulnerable adults, as well as concerns around exploitation and isolation. • Working with partners and communities to communicate and enforce social distancing measures so that there is clarity and avoid a second wave of pandemic or local lockdown. • Regular communications to staff on health and safety and wellbeing and the access to counselling services to support the emotional and physical impact on the workforce and carers. • Updating and ongoing review of risk assessments taking into account additional risks that are materialising from the new ways of working (on the front line and also in smart working environments), in order to provide assurance that the council has considered the risks carefully and taken reasonable steps to mitigate these. In the absence of evidence of these risk assessments and mitigations, the council would be in breach of its duty as an employer and could be exposed to claims being made against it. This activity is being overseen by the Work Place Vision Board and also reported to the Reset and Recovery Board in considering sign off for services which are being reinstated and scaled up as part of the recovery process. The council is consulting with employees, unions, the public health team and the health and safety team before approval is sought to re-start services, in order to ensure that both employees and the public are protected. Work has been undertaken alongside Public Health to complete risk assessments.

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				<ul style="list-style-type: none"> RIDDOR reporting to the HSE of work related cases of Covid 19. <p>Despite the above, ongoing reviews will need to continue to ensure the planned mitigations are robust and effective in managing the risk as lockdown is eased, as schools and leisure centres fully open and also as the usual risks associated with the autumn and winter seasons begin to materialise. In addition to this, further consideration needs to be given to service areas including Day Care Services for the vulnerable to identify ways in which these can be delivered and operated safely in a post Covid 19 environment.</p>
C19 05 04/20	<p>Decision Making and Governance</p> <p>During the emergency response, if a robust governance framework is not put in place with the provision of appropriate assurances then there is the potential for decisions being made at speed which may be challenged in the future.</p> <p>Risk Area – Legal & Governance</p>	4 (green)	4 (green)	<p>The following arrangements have been put in place to mitigate against this risk and ensure that legal requirements around decision making are being met:</p> <ul style="list-style-type: none"> Revival of the Emergency Committee in March 2020 with terms of reference which include authorising any emergency actions that may be deemed appropriate under the prevailing circumstances which would otherwise have previously required a decision of the Cabinet, a Cabinet Member or the full Council, but for the emergency situation. The emergency delegated decision making powers which included changes to the Financial Regulations, that were introduced at the outset of the pandemic have ceased and reverted back to pre Covid 19 levels. The establishment of remote council meetings in line with new government regulations which came into effect on 4 April to ensure members are engaged and involved in the decision making process. Technological improvements have been put in place so that members feel more engaged, with the re-establishment of Cabinet Scrutiny meetings since July 2020, Audit and Risk Assurance Committee in September and the re-establishment of a full programme of council meetings expected in the Autumn. Regular meetings of the Governance and Risk Assurance Group where various matters of risk are discussed. Establishment of the Statutory Officers Group (comprising the Head of Paid Service/ Chief Executive, the Monitoring Officer and the Deputy s151 Officer) who meet twice weekly. A full programme of meetings for the Leadership team are being planned to recommence from September 2020. Weekly Corporate Covid 19 briefings with all service managers Due to the changes noted above and the business support that is being administered by councils, there is an increased risk of fraud. The council continues to take a risk-based approach on the management of fraud risk and has put in place an internal audit plan and a fraud management plan to

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				<p>provide assurance against these areas of risk. The fraud plan includes a level of pre and post payment checks being undertaken and has also adopted the risk based post payment assurance framework guidance provided by the Department for Business, Energy and Industrial Strategy.</p> <p>Despite the above arrangements most of which include minutes, agreed actions and an audit trail of decision making , given the nature of the emergency, the new ways of working and the urgency with which some decisions need to be made (in particular at the commencement of the lockdown and the administering of the business grants, although these have continued with schools being a good example of this), there is a small risk that some 'operational' decisions may have been made based upon guidance available at the time which may have subsequently changed or in response to emerging guidance . Therefore, there is the risk that challenges may be made on the council's interpretation of the emergency response and unintended consequences may arise in the future that could not have been foreseen at the time resulting in the potential for litigation or fraud and negative financial and reputational impact. In addition, there is a small risk that some operational decisions may be made in such speed that evidence of how the decision was arrived at or by whom the decision was made may not be available. These matters may result also in the council being challenged.</p> <p>The arrangements above, however, will assist in the mitigation of this risk but as with most mitigations, they cannot guarantee that the risk is eliminated in full.</p>
C19 06 04/20	<p>Supply Chain Resilience</p> <p>If the council does not put in place additional or alternative measures to ensure the resilience of its key supply chains during the Covid 19 crisis and beyond, this will impact on the ability to recover from the emergency and provide key services in the future. This could result in the potential for increased financial impact and/or loss of public confidence in the council. In addition, this would result in having to move</p>	8 (amber)	8 (amber) Ongoing throughout 2021	<p>Whilst the supply chain risk has been identified in the strategic risk register as part of the business continuity risk, some aspects of the council's supply chain have become higher risk as a result of Covid 19.</p> <p>In particular, the supply chain risk around adult social care and nursing home providers has become fragile as vacancy rates across care provider facilities have significantly increased from pre Covid 19 levels, thereby putting the financial sustainability and resilience of these care providers into question.</p> <p>Daily communications with service providers to assess ability to provide services, review case numbers, staffing levels and identify PPE requirements are ongoing.</p>

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	<p>vulnerable people into alternative locations which itself could result in risk to life, health and wellbeing.</p> <p>Risk Area – Finance & Resources</p>	<table border="1"> <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 colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3					2				8	1						1	2	3	4	Impact							<p>The council has administered the Covid 19 infection control grant that was provided by the government to assist in managing this risk. 75% of the grant has been distributed to care homes on a per bed basis. Whilst the remaining 25% has been administered, the criteria for spending the funds is perceived as too stringent and as such care providers are struggling to spend the money and ensure that the clauses within the funding support agreement are met.</p> <p>The council is capturing data from care providers and using a daily tracker to monitor issues around financial sustainability to identify early warning signs of any potential collapse.</p> <p>Other areas where the council is also preparing option plans for mitigation, is in respect of the provision of leisure activity across the borough if Sandwell Leisure Trust are unable to be financially viable.</p>
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