
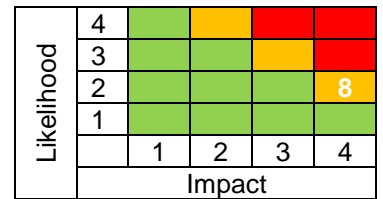




Emergency Plan Priorities				
Priority Area 1	Priority Area 2	Priority Area 3	Priority Area 4	Priority Area 5
Health and Social Care	Citizen and Communities	Infrastructure and Supplies	Business and Economic Impact	Organisational Impact


Risk Ref	Risk Title and Description	Previous risk score (August 2020)	Movement in risk score	Current risk score (Jan 2021)	Target risk score and date	Commentary
C19 01 04/20	<p>Recovery and Emergency Plan for Covid 19 and Brexit</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 and any impact of Brexit, 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)		8 (amber)	4 (green) Ongoing over the medium term	<p>Management of this risk continues to be delivered through the Reset and Recovery Board.</p> <p>The council is working through the Local Resilience Forum with key partners including the West Midlands Combined Authority to ensure partners coordinate Covid 19 and Brexit related activity as the recovery requires a collective and joint approach across all partner organisations.</p> <p>At the time of preparing this report, the majority of services continue to be operational and no services have been stood down as a result of the third national lockdown. However, the situation is being closely monitored due to capacity issues with many staff also having to home school their children.</p> <p>In terms of schools, these are all open during the lockdown, and the number of children being accepted into school is being determined by the headteacher, on the basis of the number of staff available. Other children are working remotely, and the biggest challenge has been the availability of ICT devices. Paper packs have been made available and some council devices have been repurposed to ensure most households have one device.</p> <p>There are challenges around the repairs service and communications with Trade Unions are ongoing. The waste management contract which Serco is responsible for is encountering capacity challenges relating to staff shielding and Covid related absence. Regular discussions are taking place with Serco as part of the robust contract management</p>



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						arrangements in place to ensure suitable measures are in place and that the contract continues to provide the necessary service and drive efficiencies.																																
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 these pressures are 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)		12 (red)	8 (amber) Dependent upon future government funding support	<p>The emergency response to the pandemic continues to affect the budgets for 2020/21 and the emergency support provided by central government in this respect, to date has assisted in the mitigation of the financial risk of the 2020/21 projections to enable the council to operate within the approved budget parameters.</p> <p>The current risk assessment however is informed by the uncertainty and lack of clarity on any future Covid 19 financial support that will be available over the medium term, given that the impact of the pandemic will be felt beyond the current year and in particular will continue to impact over the medium term.</p> <p>The mitigations previously reported continue to be in place with regular financial updates and assurances provided to Budget and Corporate Scrutiny Board and Cabinet.</p> <p>One of the key factors in determining the financial position is the performance against current and future council tax and business rates collection rates, with the latter being a greater risk.</p> <p>Council tax collection rates as at December 2020 were 80.11% compared with 83.3% in 2019, translating into a shortfall of approx. £3m. Whilst the go ahead was given for enforcement activity to commence in December, it is too early to see the effectiveness of this. A hardship fund of £4.6m has been allocated to the council of which approximately £2m has already been used. Business rates collection rates were 77.05% to December 2020</p>																																
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						<p>compared to a rate of 82.57% to the same period in in 2019. However in this case there is no hardship fund available to offset any reduction, and although grants have been made available to businesses, these have not been sufficient to cover off costs including business rates.</p> <p>The score of this risk is not likely to reduce until more details regarding the full impact of the pandemic on the Council's medium term financial position and details of the future support available from central government is identified and fully understood.</p>																															
C19 03 04/20	<p>Economic Impact</p> <p>The economic impact on the global, national, regional and local economy from Covid 19 and Brexit 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 risks 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 	12 (red)		12 (red)	8 (amber) Ongoing throughout the medium term	<p>The measures previously reported continue to be in place to manage this risk.</p> <p>A report was presented to Cabinet at the end of September detailing the economic impact from Covid-19 for Sandwell and highlighted a number of challenges for Sandwell. In addition to this, there is the impact that Brexit is having on Sandwell businesses which will also continue to inform the assessment of this risk as high. The impacts from Covid 19 and Brexit include:</p> <ul style="list-style-type: none"> A disproportionate impact on young people A Lower skills base starting point in Sandwell Impact on those 50 plus to gain employment Digital exclusion/poverty as a barrier for residents to complete training/upskill It is likely that Brexit will impact on the supply chains for those businesses in Sandwell that are engaged with import/export and haulage routes in and out of the EU, as well as significant challenges for those in the automotive sector. The uncertainty for business continues as the Trade and Cooperation Agreement is complex, and there are different agreements, rules and regulations for different industries. Therefore, the impact on the local economy is expected to be more visible with time due to the cost of 																															
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	Risk Area – Regeneration & Growth					<p>compliance which in turn will impact the cost of goods and services.</p> <p>Additional measure that have been put in place to manage the impact of the risk include:</p> <ul style="list-style-type: none"> • Working through the Local Resilience Forum with key partners and the West Midlands Combined Authority (WMCA) to ensure partners coordinate activity. • The processing and payment of the new Additional Restrictions Grants for businesses. • Additional funding via the WMCA to the Black Country Growth Hub to provide more Brexit advisors to business. • Support through the Black Country Chamber of Commerce. • Brexit support provided by the council's Regeneration team for Sandwell businesses, signposting them to partner organisations for advice as well as providing up to date information via the Think Sandwell website. • Plans for the Towns Fund Programme were submitted in October 2020 and are being considered by government. Full business cases are being drafted over the next 6-9 months. • A new homelessness strategy which has seen a reduction in the usage of temporary accommodation. • Cabinet approval for the launch of the Kickstart programme with the council acting as an intermediary organisation representing local employers. • The council's Connexions teams successful delivery of the 'September Guarantee' (an arrangement to ensure that all 16 and 17 year olds are offered a suitable place in education or training, or work-based training by local authorities, by the end of September) which

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						achieved a success rate of 99.3% placing Sandwell third highest in the country.
C19 04a 04/20	<p>Risk to Health, Wellbeing and Life (Residents and Business)</p> <p>If the council does not allocate resources and put effective arrangements in place to support, protect and safeguard vulnerable people, then there is a potential risk to residents' 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)		12 (red)	4 (green) Ongoing throughout 2021	<p>The increase in risk score reflects:</p> <ul style="list-style-type: none"> The increase in the prevalence of infection rates in Sandwell, since last reported in September. The additional pressure and demand on parents to home school their children in line with government guidance, together with the insufficient ICT provision, is adding to the pressure on parents. The poor quality of food for children receiving free school meals and the lack of guidance around the provision at half term. Financial stress brought about by the lockdown and economic impact and future uncertainty. <p>Whilst the likelihood has increased, the additional mitigations in place (to those previously reported) are holding up and include:</p> <ul style="list-style-type: none"> Scaling up of the council's health protection response to manage the increased demand that was expected in the winter, by training up extra staff during the summer to accommodate this. Communications with the voluntary sector and faith sector to ensure engagement with the Black, Asian and Minority Ethnic (BAME) members of the community. Provision of food parcels and basic need support for the clinically extremely vulnerable in Sandwell. The winter grant of £1.4m is supporting

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						<p>this and the council has already received over 2,900 applications in this respect and redeployed 60 members of staff to assist with these applications.</p> <ul style="list-style-type: none"> The Strategic Coordinating Group is overseeing the joint impact of Covid 19 and Brexit on food supplies. Enforcement work with the Police and including powers to close businesses which are not operating in line with government guidance. In terms of vaccination, the council is engaging with residents and calling them to understand why they are not taking up the vaccination offer to allay any concerns of misinformation and to also put in place practical measures where the reasons may include ability to get transport to vaccination centres etc. Faith group leaders have been engaged to relay vaccination messages. <p>An update to provide assurance on the measures in place was provided to the Joint Health and Adult Social Care and Children's Service and Education Scrutiny Board in January.</p>																																						
C19 04b 01/21	<p>Risk to the Health, Wellbeing and Life (Workforce)</p> <p>If the council does not allocate resources and put effective arrangements in place to support, protect 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>	n/a	n/a	8 (amber)	4 (green) Ongoing throughout 2021	<p>This risk to the council's workforce has been separated due to the differing direction of travel of this risk to that affecting the borough's residents. In addition, schools are under significant pressure due to the number of children attending and the capacity of staff, with priority being given to children of NHS and care workers.</p> <p>The workforce risk is currently being effectively managed with numerous measures in place including:</p> <ul style="list-style-type: none"> Regular review of service risk assessments. Vaccination commenced for employees in the STAR service and identification of other priority service employees. 																																						
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	Risk Area - Corporate					<ul style="list-style-type: none"> Ensuring sufficient provision of PPE for staff in line with Public Health England guidance. Regular communications to staff on health and safety and wellbeing. Access to the Employee Assistance and Counselling service to support the emotional and physical impact on the workforce and carers. Employee and Manager mental health toolkits. A Wellbeing Hub that includes our current offers and interventions from Occupational Health, Public Health and Workplace Wellbeing Vision. Training programme for any staff being redeployed into priority service areas. Consideration of a blended approach of how staff roles need to work effectively and the design of buildings to accommodate effective working arrangements for individuals, service areas and project teams to meet as required to ensure effective service delivery under a new operating model. <p>Assurances on the management of the risk include:</p> <ul style="list-style-type: none"> Monitoring and RAG rating of absence levels RIDDOR reporting to the Health & Safety Executive of work related cases of Covid 19. An update to provide assurance on the measures in place was provided to the Joint Health and Adult Social Care and Children's Service and Education Scrutiny Board in January.
C19 05 04/20	Decision Making and Governance During the emergency response, if a robust governance framework is not put	4 (green)		4 (green)	4 (green)	The arrangements in place to mitigate this risk continue to be as previously reported. In addition, the following should be noted:

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	<p>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>		<table border="1"> <tr> <td rowspan="4">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>4</td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <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		4			1							1	2	3	4	Impact								<ul style="list-style-type: none"> The establishment of remote council meetings continue to be in force until 7 May 2021. However, given the current lockdown and increase in infections rates, calls are being made for the government to extend these timelines. Meetings of the Leadership team with all directors were re- established towards the end of 2020. Plans for the local elections to take place in May are in progress despite issues being voiced nationally about the safety of staff and the electorate as well as issues around capacity planning and capacity at polling stations. <p>Despite the extensive arrangements in place to ensure good governance, risk management and effective internal controls continue to operate, due to the pandemic and redeployment of staff to priority areas and staff absences, there is a risk that some internal controls, segregation of duties, etc. may have may not have operated as effectively due to unfamiliarity with new areas of work or capacity issues. Assurances, including Internal audit reviews and fraud checks are focussing on these areas of risk and any significant issues will be reported to the Committee.</p> <p>The arrangements above, will assist in the mitigation of this risk but as with most mitigations, they cannot guarantee that the risk is eliminated in full.</p>
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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, as well as any impacts of Brexit, 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</p>	8 (amber)		12 (red)	8 (amber) Ongoing throughout 2021 and the medium term	<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 of significant focus as a result of Covid 19.</p> <p>In particular, the supply chain risk around adult social care and care providers continues to be very fragile for a number of reasons, including:</p> <ul style="list-style-type: none"> Vacancy rates across care provider facilities have significantly increased from pre Covid 19 levels, 																																	

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	<p>financial impact and/or loss of public confidence in the council. In addition, this would result in having to move 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" data-bbox="943 240 1303 435"> <tr> <td rowspan="4" 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; color: white; 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> <td></td> </tr> <tr> <td colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	4					3				12	2					1						1	2	3	4		Impact							<p>thereby putting the financial sustainability and resilience of these care providers into question.</p> <ul style="list-style-type: none"> Hospitals are under pressure to discharge Covid patients into care homes but the Care Quality Commission is unable to sign off care homes to take Covid patients as most care homes are not set up and do not have the facilities to do this in a safe and isolated way. Domicillary care is under significant strain as it is also managing outbreaks of Covid 19 amongst its workforce. Care homes cannot get insurance due to the risk of Covid 19. <p>The council has administered the Covid 19 infection control grant that was provided by the government to assist in manging this risk.</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>The increase in risk score reflects the above position.</p> <p>Other areas where the council is also ensuring suitable mitigations are in place to manage risks is in respect of the provision of leisure activity across the borough and the financial position of Sandwell Leisure Trust.</p>
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