

Impact of Covid 19 on existing Strategic Risks @ April 2020

Appendix B



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


Risk Ref	Risk Title and Description	Pre Covid 19 risk score (Feb 2020)	Movement in risk score	Current risk score (Apr 2020)	Target risk score and date	Covid 19 Impact on Risk Comments
4 07/12	<p>Children's Social Care</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"> Safeguard vulnerable children Promote and improve the outcomes of children in its care Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it Improve the continued adverse affect on the council's reputation. <p>Risk Area – Children's Services</p> <p>Ambitions impacted: 1, 2, 3, 4 and 5</p>	12 (red)		12 (red)	8 (amber) Requires Improvement by 2020	<p>This risk has been impacted by covid 19 as follows:</p> <ul style="list-style-type: none"> The Trust is currently carrying out activity to discharge the statutory duties in relation to safeguarding. The performance indicators agreed as part of the service delivery contract may not be met in future weeks and months. The contractual obligation of the Trust to deliver services assessed by Ofsted as Requires Improvement by 2020, may not be met. There is an expectation that once schools open, there will be a surge in safeguarding and exploitation referrals with a strain on resources and capacity to deal with the surge. Planning to mitigate this has already commenced with lists of vulnerable children being regularly updated and daily safe and well checks being carried out now. The strain is unlikely to be limited to just the Trust but will also impact other stakeholders including council Legal services, the courts and health partners too. As such, the ability to successfully mitigate this risk, the council will be reliant on the capacity of the Trust and other partners to deal with this whilst also still being in the recovery phase of the emergency. As such the risk assessment may

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						need to be increased in the coming weeks and months.																														
4c 02/18	Demand for Children’s Social Care 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 financial resilience of Sandwell Children’s Trust Risk Area – Children’s Services Ambitions impacted: All Ambitions 1-10	16 (red)		16 (red)	12 (red) From April 2020 To Sept 2020	As noted above, as a result of the Covid 19 lockdown and economic downturn (which is likely to give rise to increased unemployment, deprivation, domestic violence and child poverty), it is expected that the number of children known to children’s social care will increase over the coming weeks and months. The impact of this will be: <ul style="list-style-type: none">Increased costs for children known to children’s social care (particularly child protection)Increased cost of social workers due to capacity issues resulting from increased volumes of referralsThe Trust having to review and update its Medium Term Financial Strategy in light of new ways of working and delivering services, including increased costs by care providersIncreased costs of support services for children e.g. mental health support As a result of the above, the risk assessment remains very high.																														
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6a 10/07	Emergency Planning 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: <ul style="list-style-type: none"> Actual or anticipated failure to adequately protect vulnerable persons Failure to support the emergency services Loss of public confidence in the council Failure to fulfil Civil Contingencies Act responsibilities Risk Area – Neighbourhoods Ambitions impacted: 2, 5, 10	8 (amber)		8 (amber)	4 (green) March 21	<p>The current unplanned emergency has significantly tested the robustness and effectiveness of the council's emergency preparedness and planning arrangements for a pandemic. As a category 1 responder the local authority is required to</p> <ul style="list-style-type: none"> put in place emergency plans and business continuity management arrangements put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency share information and cooperate with other local responders to enhance co-ordination <p>The mitigations implemented include:</p> <ul style="list-style-type: none"> emergency response for the provision of food and medicines to the vulnerable by redeploying staff, volunteers and contractors in critical areas regular communications to residents and businesses through various forms of media leading on increasing mortuary provision across the region by working with Police, Health partners and other councils monitor and enforce government directives on homelessness, social distancing, lockdown and business support across the borough <p>Whilst the council response has been extensive and effective to date, the risk continues to exist as the full impact of the emergency continues to unfold with issues now prevalent in the capacity of social care providers to deal with the emerging crises in care homes and the limited supply and use of appropriate PPE.</p> <p>The recovery plan is being developed and worked on alongside the continued emergency and a lessons learned exercise will also be conducted to see where improvements can be made.</p>


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6b 04/18	<p>Business Continuity Management (BCM)</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 Area – Neighbourhoods</p> <p>Ambitions impacted: All Ambitions 1-10</p>	9 (Amber)		9 (Amber)	6 (green) March 2021	<p>Council wide business continuity plans were exercised in March with a big shift to working remotely and the closure of a number of key operational council buildings.</p> <p>Exercise of the plans allowed the adequacy of the council's ICT infrastructure, smart working and redeployment arrangements to be successfully tested and implemented.</p> <p>Whilst the council has continued to deliver critical services throughout the emergency response phase as noted above, the risk assessment is also informed by the adequacy of the council's recovery plans too. This will test the ability and effectiveness of the Plans to restore council wide service provision as the current restrictions are eased and the demand for services increases against a backdrop of potentially reduced resource capacity and a significantly more fragile supply chain.</p>

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21a 06/15	<p>Compliance with the Data Protection Act 2018 (DPA 2018), the General Data Protection Regulations (GDPR) and Freedom of Information Act 2000 (FOIA)</p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 (which includes GDPR) or FOIA 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 legal action.</p> <p>Risk Area – Legal & Governance</p> <p>Ambitions impacted: 5 and 10</p>	12 (red)		12 (red)	8 (amber) From March 2020 to September 2021	<p>This risk has been impacted by Covid 19 as follows:</p> <ul style="list-style-type: none"> New ways of working and increased data sharing with partners, volunteers and redeployed staff There is an expectation that there may be breaches from non-routine requests for data sharing Close working and weekly communications with numerous Local Authorities has been maintain to ensure a unified approach to address challenges and knowledge sharing is adopted Access to the Governance team has been expanded to cover the hours up to 8:00pm on weekdays There is a potential for increased volume of FOIs to be made in the future and challenges to decisions made during the emergency Reprioritisation of workloads has meant that activity to ensure compliance with our retention policies has been delayed . The completion of mandatory training has been delayed NHS toolkit -NHS Digital have extended the deadline to September 2020. The Child Protection-Information System has been extended to include health visitors and school nurses. The ICO has relaxed enforcement for statutory processing time during the emergency response period We expect significant delays for response expected to our PSN application and certification Information Governance Change Activities such as specialist training, necessary to embed the change from the Information Governance Framework will now take longer


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The 22a 01/16	CONTEST The national threat level was lowered to 'substantial' on 4th November 2019. 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. Risk Area – Neighbourhoods Ambitions impacted: 5	8 (amber)		8 (amber)	8* (amber)	The main impact that Covid 19 has had on this risk is a safeguarding issue, due to children and adults being online more, with the likelihood that there will be an increase in risk of radicalisation, online harms and crimes. As schools and other partners have less contact with vulnerable persons, there is an increased risk that cases go undetected and there is a reduction in referrals The Prevent team is keeping in regular contact with Partners and Community partners by sending out relevant information and awareness raising messages through email, Children's Communications. The set up of Prevent social media accounts on Instagram and Twitter to reach out to general public and partners is also being considered. There have been two incidences in Sandwell over recent weeks (as replicated nationally) of telephone masts being attacked by conspiracists, who believe the 5G network is responsible for Covid-19. At the moment these are not treating being this as terrorism/ extremist views.																														
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27 06/09	Funding and Resource Allocation 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. 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. Risk Area – Finance & Resources Ambitions impacted: All Ambitions 1-10	12 (red)		16 (red)	12 (red) 2021/22	<p>Appendix A of this report sets out the impact that Covid 19 is having on the council's spend and budgetary position. As well as the unprecedented additional spend being incurred in response to the emergency, the council's budget has been significantly impacted because of the lockdown in a number of service areas through the loss of income and the inability to make planned savings upon which the current 2020/21 budget was predicated.</p> <p>The loss of income will continue to be affected even once lockdown restrictions are eased. Reduced income from council tax collections, increased costs of implementing the council tax reduction scheme, business rate arrears, commercial rents, housing rent arrears, etc and increased demand for council services as a result of the economic downturn will impact the current year and future years' budgets.</p> <p>Work with budget holders and within Finance teams has commenced to understand what the potential impact is likely to be and whether the council can continue to deliver a balanced budget for 2020/21 and beyond. As a result, the Council will need to review which services it continues to deliver with the reduced financial resources available, with an immediate focus placed on the continued delivery of statutory services.</p> <p>With the government's focus on the emergency response and with the uncertainties of how well and how quickly the global, national and local economy will be able to recover, as well as the uncertainties of what post Brexit Britain will look like, it is unlikely that government will be able to provide clarity over future years' / medium term settlements. As a result, the ability to plan effectively and manage the risk down is even further reduced than it was pre-Covid.'</p>

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38a 03/18	Health and Social Care Reforms 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. Risk Area – Adult Social Care Ambitions impacted: 2, 5, 7	8 (amber)		8 (amber)	4 (green) When further clarity is provided by govt	The main impact that Covid 19 has on this strategic risk is that further delays in government are inevitable as the focus is on current crisis. The pandemic however may focus minds on what the future health and social care system should look like and how it should be resourced.
40 01/15	School Place Planning 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. Risk Area – Education Ambitions impacted: 1, 3 and 4	12 (red)		12 (red)	8 (amber) September 2021	The impact on this risk from the Covid 19 emergency is expected to be to the extent that next year's basic needs allocation by government will inevitably take into account the current financial support being given and may therefore require the council to consider alternative mitigating strategies. As such, the timing of next year's funding announcement will be instrumental in managing this risk to ensure sufficient places are available for the additional places required.

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42a 02/17	Cyber Security 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: <ul style="list-style-type: none">The inability of the council to deliver services, particularly critical services for a significant period of timeThe loss of corporate and sensitive personal data (including bank details)Enforcement actionSignificant financial loss andReputational loss Risk Area – Finance & Resources Ambitions impacted: 5, 10	8 (amber)		12 (red)	8 (amber)	<p>This risk is impacted by Covid 19 to the extent that there is a heightened risk for cyber attacks to take place during an emergency. In April, the UK's National Cyber Security Centre (NCSC) confirmed that cyber criminals are targeting individuals and organisations with a range of ransomware and malware - Examples of scams provided include emails containing malware which appear to have come from the World Health Organization (WHO), and others reputable sources which claim to offer thermometers and face masks to fight the pandemic. In addition, the NCSC detected cyber criminals scanning for vulnerabilities in software and remote working tools as more people work from home during the pandemic.</p> <p>As noted above in risk 21a, the Technology Modernisation Programme which will implement new governance and revised security settings to Office 365 and Azure has now been reprioritised. A response from the PSN self assessment activity is also awaited.</p>																															
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50 01/18	Commonwealth Games Aquatic Centre If the council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the council. Risk Area - Neighbourhoods Ambitions impacted: 2, 6, 8, 9, 10	8 (amber)		8 (amber)	4 (green) April 2021	Despite the lockdown and social distancing measures in place, and some minor supply chain issues, at present the emergency has not significantly impacted the project in terms of delivery, scope and cost. Works have continued on site in line with government guidelines. .
52 05/18	Better Care Fund (BCF) and Public Health Grant 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. Risk Area – Adult Social Care, Health & Well Being Ambitions impacted: 2, 5, 10	12 (red)		12 (red)	4 (green) When longer term funding sources and levels confirmed	The impact that Covid 19 has had on these risks is to the extent that some Better Care Funding and public health funding has been used to assist with the emergency response. In addition, the emergency may also help inform and focus government on the importance of these funding streams and the need for the continued grant funding in these areas into the future.

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53 04/18	Business Management System If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in: <ul style="list-style-type: none"> The council's business system being unsupported Inability to transform services that would enable processes to be more efficient Non compliance/ misalignment with other council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme. Risk Area – Finance & Resources Ambitions impacted: Ambition 10	8 (amber)		12 (red)	4 (green) From December 2021 To 2022/23	<p>The current system used by the council becomes unsupported from 31 December 2021.</p> <p>The first phase of the project plan was to go live in September 2020 and subsequent phases / sprints were planned to carry out service improvement and system functionality improvement works thereafter.</p> <p>As a result of the emergency, the completion of the first phase is likely to be delayed as the project plan had little slippage. (In addition to this, the project is currently without a project sponsor). However, as long as the delay of the first phase of go live does not go beyond December 21 then there is no risk of an unsupported system.</p> <p>The risk as currently worded however, is about having an unsupported system <u>and</u> ensuring service transformation to enable efficient processes and digital transformation. As there could be a delay to delivering the whole project and potential for financial implications (arising from additional costs for which the council does not have funding for), the risk has been increased.</p>

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