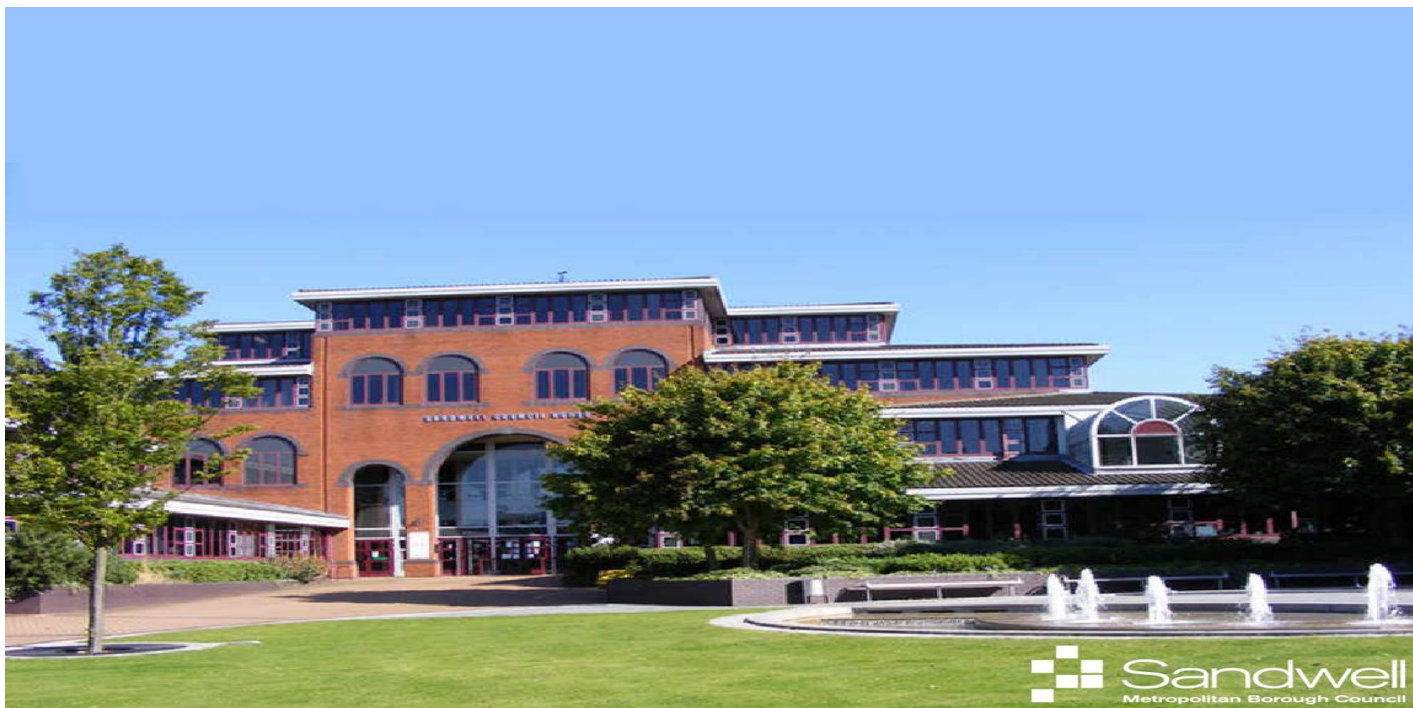


Appendix A

Profile of Current Strategic Risk Scores

RED	
AMBER	1, 2, 3, 5, 6, 8
GREEN	4, 7, 9

Borough Economy Directorate Risk Register



1. Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities



4. Quality homes in thriving neighbourhoods





5. A strong and inclusive economy







6. A connected and accessible Sandwell


Directorate business plan priorities



1. Vibrant centre of culture and leisure	2. A place where communities feel safe and secure	3. Safe and efficient highways, streets, paths and parking	4. Improved contract management	5. Contribution to net zero targets including efficient fleet and waste services	6. Increased customer focus including service modernisation
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Risk Ref	Risk Title and Description	Previous score	Movement in risk score	Current risk score (Jun 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)									
01	<p>Domestic Homicide</p> <p>If the directorate does not implement the actions required from Domestic Homicide Reviews (DHRs) then there is a risk of loss of life for those vulnerable to domestic homicide incidents.</p> <p>Risk Owner; Assistant Director Borough Economy, Public Protection and Community Safety</p>	8 (amber)		8 (amber)	4 (green) March 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> DHR learning events approach in place. Domestic Abuse Strategic Group in place with representation from all key partners. Domestic Abuse Strategy adopted with needs assessment. Domestic abuse refuge with 24 hour support in place including dispersed accommodation for specific needs. New Burdens Funding has been confirmed for 23-24 and 24-25. <p>Further Actions</p> <ul style="list-style-type: none"> Some domestic abuse funding is for a limited time only until March 2025. The directorate therefore needs to ensure that appropriate resources will need to be considered for beyond this date. (March 24) A regional approach to work with perpetrators is needed, that is based on research and best practice (Mar 2024). 									
02	<p>Road Safety</p> <p>If the council does not have a robust strategic road safety plan in place then the council would fail to discharge its statutory obligations in respect of the Duty of Care and duties under the Road Traffic Act 1988. The statutory duties are met by identifying the causes of injury accidents, undertaking improvement schemes to mitigate further injury accidents, providing road safety education, enforcing traffic regulations and promoting road safety. This would risk the escalation of injury accidents and loss of life as well as financial loss arising from claims for compensation being lodged against the council together</p>	8 (amber)		8 (amber)	4 Green Winter 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> The Sandwell Strategic Road Safety Plan is aligned with the West Midlands Regional Road Safety Plan, the National Road Safety Statement 2019 and the United Nations Global Plan for Road Safety. The Sandwell Strategic Road safety Plan sets out how the Council will discharge its statutory Duty of Care and duties under the Road Traffic Act 1988 <table border="1" data-bbox="1317 1074 2168 1310"> <thead> <tr> <th>Reduction in Casualties 2017 to 2021 (3 yr. Rolling Averages)</th> <th>Total Casualties</th> <th>Total Killed and Seriously Injured</th> </tr> </thead> <tbody> <tr> <td>West Mids Average</td> <td>-14.90%</td> <td>-11.70%</td> </tr> <tr> <td>Sandwell</td> <td>-18.72%</td> <td>-15.28%</td> </tr> </tbody> </table> <p>Further Actions</p> <ul style="list-style-type: none"> Summer 2023 Review of accident statistics 2017 to 2022. 	Reduction in Casualties 2017 to 2021 (3 yr. Rolling Averages)	Total Casualties	Total Killed and Seriously Injured	West Mids Average	-14.90%	-11.70%	Sandwell	-18.72%	-15.28%
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	<p>with potential reputational damage associated with claims of negligence.</p> <p>Risk Owner; Highways Service Manager, for the Management and implementation of the approved Strategic Road Safety Plan within available budgets.</p>					<ul style="list-style-type: none"> Review and update the Sandwell Strategic Road Safety Plan 2024-30 (Summer 2023), with Scrutiny Review (Autumn 2023) and Cabinet approval (winter 2023/24)
03	<p>Improvement Plan</p> <p>If the directorate does not successfully implement the necessary actions noted within the council wide improvement plan (and in particular those relating to the Sandwell Leisure Trust, the Waste contract with Serco, contract management and Events management), then this may result in a loss of trust in the Council's ability to deliver its corporate priorities, the improvement plan which in turn would result in extended government intervention and reputational harm to the Council.</p> <p>Risk Owner; Director of Borough Economy</p>	12 (red)		8 (amber)	4 (green) Jan 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Restructure of Directorate based around the requirements of the Improvement Plan and Grant Thornton Report – completed Contract monitoring framework in place and embedded into the performance management framework for leisure and waste Arrangements to extend the termination of services period with SLT and provide final report to Cabinet by end Sept 2023 Appoint to three Assistant Director posts – completed end April 2023 Implementation of street cleansing recovery plan (Mar 2023). Implementation of fleet replacement underway (Mar 2023). Event governance framework adopted and embedded <p>Further Actions</p> <ul style="list-style-type: none"> Final fleet delivery for Serco due early Jan 2024
04	<p>Client Function & Contract Performance Failure</p> <p>If the Directorate does not establish a contract management function and monitoring team there is a risk that key contracts will not deliver efficiently or that service failure will be experienced.</p>	6 (green)		6 (green)	6 (green) Achieved	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Agreement to establish system on Intend Contract Management module to improve tracking of contractual compliance. Consultant appointed to review waste contract. Leadership reporting framework established Assistant Director appointed to new role manage major contracts for waste, leisure and parking

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	Risk Owner; Director of Borough Economy					<ul style="list-style-type: none"> Staff team supporting contract management trained for leisure and waste (June 2023). Further actions <ul style="list-style-type: none"> Complete development of contract module on Intend system (July 2023)
05	Health and Safety The Borough Economy Directorate manages and delivers key services, directly and indirectly (through contractual arrangements) such as parks, open spaces, cultural facilities, libraries, leisure activities etc. If the appropriate health & safety arrangements including inspections are not in place there is a risk of insurance claims being made against the Council and limited resources being used to defend and / or pay for compensation claims. Risk Owner; Director Borough Economy, (Green Spaces, Libraries, Leisure, Waste)	8 (amber)		8 (amber)	4 (green) Mar 2024	Current and ongoing controls <ul style="list-style-type: none"> Compliance with corporate health and safety requirements Regular contract meetings in leisure & waste with Health and Safety on agenda including RIDDOR accidents. Statutory compliance checks for leisure SLT sites are in place. Inspections also in place on a regular basis for highways assets and parks/open spaces. Implementation of findings of Health and Safety accident review in parks (Nov 2022). Add Statutory compliance checks for key service contracts within contract management and onto Intend contract management system where possible Inspections moving onto PSS Live system to improve monitoring and action tracking now completed. Further actions <ul style="list-style-type: none"> Ongoing implementation of the above controls will enable the risk to be further reduced.
06	Asset Management and Maintenance of Highway Infrastructure If the council does not have a robust plan in place to maintain its highway network, then defective infrastructure will not be identified and will result in a failure of the council to discharge its statutory duties under the Highways Act 1980. This will mean	8 (amber)		8 (amber)	4 (green) Feb 2024	Current and ongoing controls <ul style="list-style-type: none"> Highways Infrastructure Asset Management Policy in place, establishes an Asset Management approach based on the principles of evidence-based risk management for the cyclical maintenance of infrastructure. The Policy aligns with the West Midlands Strategic Transport Plan (WMSTP), 'Movement for Growth' Highways Infrastructure Asset Management Strategy and Plan in place, which establish the council's asset management processes, setting out how the Policy will be delivered. The Plan aligns with the

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	<p>defects not being repaired in a timely fashion and the rapid expansion of red risk condition with an unsustainable escalation of repair costs. Associated risks would also arise concerning failure to discharge statutory duties for road safety and traffic management.</p> <p>Risk Owner; Corporate for the allocation of appropriate resources to deliver the approved Highway Infrastructure Asset Management Policy, Strategy and Plan. Management and Implementation of the Strategy and Plan by the Highways Service Manager within approved budgets</p>					<p>Well Managed Highway Infrastructure Code of Practice and sets out asset management methodology for maintaining, developing and operating the council's highway infrastructure in a cost-effective way.</p> <ul style="list-style-type: none"> • Full carriageway inventory held and survey completed. • Regular inspection programme in place to detect defects and carry out repairs on a risk basis. • Rolling two year forward programme of planned maintenance works in place. • Regular benchmarking via West Midlands Highways Alliance. • Red risks identified and actioned appropriately • Cabinet Report approved Capital funding for 2022/23 and 2023/24 as part of MTFP in November 2022 <p>Further Actions</p> <ul style="list-style-type: none"> • Implement a programme of infrastructure renewal during 2023/24 using approved capital • Cabinet Report Update on Capital Funding Infrastructure Plan for 2023/24 and funding for 2024/25 (Feb 2024)
07	<p>Community Safety</p> <p>Whilst there is no known significant specific or particular threat for Sandwell.</p> <p>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.</p> <p>Risk owner: Assistant Director Borough Economy, Public Protection and Community Safety</p>	9 (amber)		6 (green)	6 (green) Achieved	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> • Extensive communications to raise awareness and resources have been made available and shared with partners, • The Prevent team is keeping in regular contact with Partners and Community partners by sending out relevant information and awareness raising messages through email and now also on Instagram and Twitter, to reach out to general public and partners. • Designated Safeguarding Leads in schools and on social media by the council's Prevent Team. • A Protect and Prepare Board has been established to prepare for the new protect duty under the draft Terrorism (protection of premises) draft bill (Martyns Law). • Implementation of any actions for local authorities arising from the recommendations arising from the independent review of Prevent to the 34 recommendations made and the government's response to these.

Risk Ref	Risk Title and Description	Previous score	Movement in risk score	Current risk score (Jun 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)
						Further actions Review delivery of prevent statutory duty in the context of the phased withdrawal of funding by the Home Office from April 2024.
08	Accumulation of Waste The disruption to waste and street cleansing services may cause fire or be a target for arson and other risks to public health due to combustion, dangerous fly tip or other waste being in public places. Risk Owner: Assistant Director Contracts, Projects, Strategy and Policy	12 (red)		9 (amber)	6 (green) July 2023	Current and ongoing controls <ul style="list-style-type: none"> Legal advice to understand options for any illegal picketing or blockade of key sites Police joint work to understand options for enforcement due to blockading of key sites Police implementation of Command structure to enforce illegal trespass Consideration of Serco employment of security if required to retain control of land with police support Ongoing negotiation by Serco with unions to resolve industrial action Further Actions <ul style="list-style-type: none"> BCP revised with Serco – by end July 2023 Fleet resilience consideration by end July 2023 Mobilisation of mutual aid arrangements
09	Libraries review If the Council fails to adequately consult on changes to number, location and pattern of libraries a judicial review and/or intervention by the Secretary of State via The Libraries Minister is possible. Libraries are statutory in line with the 1964 Public Libraries and Museums Act.	9 (amber)		6 (green)	3 (green) Mar 2024	Current and ongoing controls <ul style="list-style-type: none"> Patterns of use and data in relation to each library maintained and updated. Regular and ongoing consultation on a library by library basis with residents prior to any changes Further actions <ul style="list-style-type: none"> Updates to leadership team as required Cabinet member briefed in relation to any proposed changes Use of Council's Consultation Hub for engaging with residents in relation to changes Clear communications on rationale for any changes

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	Risk Owner: Assistant Director Libraries, Archives, Information Services, Heritage and Tourism					