



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


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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 (SCT) addresses the areas of poor or inconsistent performance, as outlined by Ofsted (and as required by the Statutory Direction served on the Council on 6 October 2016), 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 Risk Owners – Director of Children and Education Objectives impacted: 1 and 3</p>	12 (red)		12 (red)	8 (amber) Requires Improvement Next full Ofsted inspection expected in 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Performance against KPIs and the improvement plan has been good with areas continuing to improve. • The most recent Ofsted inspection of the Fostering service, rated all areas as 'Good', demonstrating a positive direction of travel. • Completion of case file audits and learning from the audit and the resultant activity is used to ensure practice improvement. • Improvements in staffing levels over recent weeks have resulted in an increase in the number of Social Workers and Advanced Practitioners that have commenced employment or will be starting over the coming weeks. <p>Further actions</p> <ul style="list-style-type: none"> • Actions continue to be taken to recruit and retain social workers to fill vacant positions. • Ongoing preparations for a full Ofsted inspection • Implementation of actions in respect of SCT, arising from the recent Grant Thornton- Value for Money Governance Review 2021, including continuation of robust governance arrangements and joint working on areas such as Early Help and Corporate Parenting. • Contract review commencing 1 April 2022. • Review of the KPIs with a view to updating them in line with recent Ofsted monitoring and focussed visits and areas of improvement identified through data analysis. 	Operational Partnership and Strategic Partnership Boards Key Performance Indicators Ofsted monitoring visits Improvement Board Sandwell Local Safeguarding Children's Board Annual Report Grant Thornton – Value for Money Governance Review 2021


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6a 10/07	<p>Emergency Planning</p> <p>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:</p> <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 <p>Risk Area – Neighbourhoods and Communities</p> <p>Risk owner – Director of Borough Economy</p> <p>Objectives impacted: All</p>	8 (amber)		8 (amber)	4 (green)	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Continued governance arrangements and regular communications in place to oversee and support the Council's response to managing transmission of Covid-19 Participation in the West Midlands Local Resilience Forum (LRF). Contribution to the Community Risk Register (CRR) via the Risk Assessment Working Group. The CCR which is approved by the LRF, informs the capabilities and plans required of partners. Emergency plans in place including the Sandwell Emergency Plan; Rest Centre Plan; Humanitarian Assistance Centre Plan; Sandwell Flood Plan; Reservoir Plan; Extreme Weather Plan; Black Country Excess Deaths Plan; Sandwell Borough Evacuation Plan; and the Emergency Transport Plan. Emergency plans under review including Media Crisis Plan; Recovery Management Plan and Local Emergency Mortuary arrangements. <p>Further actions</p> <ul style="list-style-type: none"> A training, testing and exercising programme has been approved by the Leadership Team and this will be delivered in 2022/23. An update on emergency preparedness will be offered to Scrutiny and Cabinet. 	Community Risk Register Risk assessments Emergency Committee Post incident reports Test exercises


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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 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 – All Council services Risk owner – Director of Borough Economy</p> <p>Objectives impacted: All</p>	9 (amber)		9 (amber)	6 (green) April 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Business continuity plans are in place to mitigate the denial of; staff (e.g. illness, industrial action), ICT (e.g. software failure, cyber attack), facilities (e.g. building closure), stakeholders (e.g. suppliers, partners). These business continuity plans identify the criticality of each council service and the arrangements in place to restore services in the event of an unplanned incident. The pandemic has continued to provide some assurances around the robustness and effectiveness of the continuity of key functions over the last 18-24 months, whereby Council wide business continuity plans have been tested through a shift to working remotely. <p>Further actions</p> <p>All plans are being updated to incorporate organisational structure changes and working practice changes. It is envisaged this will be completed by April. Thereafter, test exercises will be conducted to provide assurance on the adequacy of the arrangements in place.</p>	<p>Emergency Committee</p> <p>Resilience team reports to Leadership Team</p> <p>Post incident reports</p> <p>Test exercises including cyber exercise</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 Risk Owner- Director of Law and Governance Objectives impacted: 3</p>	12 (red)		12 (red)	8 (amber) March 2023	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> The Information Governance Board which is chaired by the Senior Information Risk Owner (SIRO) meets monthly to monitor progress of the information governance (IG) workplan. IG framework sets out the Council's policies, requirements, standards and best practice that apply to the handling of information. Information Asset Registers capture the information held by the Council service areas. Information champions for each directorate disseminate, feedback, facilitate and co-ordinate IG activity. Annual completion of and compliance with the NHS self- assessment toolkit -NHS Digital which demonstrates the Council processes in place to meet the requirements of the NHS's data protection standards and sharing arrangements. Annual data protection and cyber security training for all staff. The Council's data retention policy has been reviewed and updated and was approved by Cabinet on 23 February 2022. <p>Further actions</p> <ul style="list-style-type: none"> A programme of work to ensure compliance with the approved policy and Information Governance Framework will be commenced in the coming weeks across all directorates. The planned work, which will include working with Elected Members, will be completed over the next 12 months. 	<p>Information Governance Board</p> <p>Information asset registers</p> <p>Information Commissioner's Office</p> <p>Internal Audit review 2019/20</p> <p>Information incident log</p> <p>Cabinet Report and Resolutions</p>


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27 06/09	<p>Medium Term Financial Strategy (MTFS) and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and Covid-19. If the Council is unable to identify sufficient savings and put in place the necessary policies, processes and actions to manage pressures and manage its plans, then this will impact on the Council's ability to effectively discharge its statutory responsibility to set a balanced budget for future years.</p> <p>Risk Area – Finance & Resources Risk owner- Director of Finance Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) Dependent upon announcements of Comprehensive Spending Review	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Local government settlement announced for one year. Draft budget proposals were presented to the Budget and Corporate Scrutiny Board on 9 February prior to finalisation of a balanced budget for 2022/23. All services have identified savings targets totalling £14.6m for implementation in 2022/23. Directorate and service business plans in place A review by CIPFA on the Council's financial management and governance arrangements was recently completed, noting that the Council is a progressive two-star (out of five) authority. The review also looked at financial resilience and concluded that the Council is financially stable and in recent years has been able to contribute towards reserves through achieving a balanced budget or an underspend. <p>Further actions</p> <ul style="list-style-type: none"> Finalisation and approval of the 2022/23 budget and approval by Council in March 2022. As some of the funding streams for 22/23 are one-off or time-limited, there is likely to be a need for additional savings to be identified in 2023/24. Further details on central government's proposed funding reform and consultations are awaited and will be considered in 22/23 to assess the impact on the MTFS. Finalisation and implementation of the action plan developed following the CIPFA review. 	Budget and Corporate Scrutiny Board External Audit CIPFA financial management review


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27a 06/21	<p>Future Government Policies and Funding Sources</p> <p>If the government does not provide local authorities clarity over the future plans for health and social care reforms, the public health grant, Better Care Fund, future years funding and continuing, with one year funding settlements then this inhibits local authorities to effectively manage medium term/ three year plans and put in place the necessary processes and actions to manage future pressures. This will impact on the Council's ability to deliver sustainable services to the people of Sandwell and effectively discharge its statutory responsibility to set a balanced budget for future years</p> <p>Risk Area – Finance Risk owner- Interim Chief Executive</p> <p>Objectives impacted: All</p>	16 (red)		16 (red)	8 (amber)	<p>Current and Ongoing Controls</p> <p>This risk was identified as a consolidation of previous risks within the strategic risk register and the Covid-19 risk register in respect of a national funding solution for children's social care; risks around the government only providing local authorities with one year settlements, the health and social care reforms; government funding for school place planning and future funding for public health and the Better Care Fund.</p> <p>Due to the uncertainties that are currently prevalent around all of these funding sources, the risk is regularly monitored and continues to be assessed as very high.</p> <p>Further actions</p> <p>The Council continues to horizon scan and consider the impacts of potential government initiatives and policies on future funding sources and demand for council services.</p> <p>The Department of Levelling Up, Housing and Communities (DLUHC) is expected to consult on reforms to Local Government in Spring 2022 and this will inform the review of the Medium Term Financial Plan and budget setting process for 2022/23.</p>	

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27b 10/21	<p>Budget Monitoring and Management</p> <p>If the Council does not put in place effective arrangements to monitor and manage the current year's budget to ensure that planned savings are achieved and efficiencies realised, then it will result in overspends and the resilience of the Council's finances.</p> <p>Risk Area – Finance & Resources</p> <p>Risk owner- Director of Finance</p> <p>Objectives impacted: All</p>	9 (amber)		9 (amber)	6 (green) April 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> The financial management and monthly budgetary control processes in place Regular reporting of financial performance to Budget Board, Scrutiny and Cabinet. The pressures for 2021/22 are expected to be managed through the centrally held Covid grant funding from 2020/21 and additional grants received for 2021/22. It is anticipated that the Covid funding available will be sufficient to offset any cost pressures and income reductions. As such, this is informing the current assessment of this risk as amber. The overall forecast outturn for the year is an underspend after use of Covid funding to offset spend and income pressures. As noted above, a review by CIPFA on the Council's financial management and governance arrangements was recently completed and an action plan is being developed to address the recommendations made. <p>Further actions</p> <ul style="list-style-type: none"> The budgetary position for Quarter 3 is being reported to Budget and Corporate Scrutiny Board in March 2022. Finalisation and implementation of the action plan developed following the CIPFA review. This will include a review of budget monitoring processes and reporting and is being supported by an Interim Finance Improvement Manager to provide additional capacity to progress the action plan. 	Budget and Corporate Scrutiny Board CIPFA financial management review External Audit Annual Internal Audit review-budgetary control


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42a 02/17	<p>Cyber Security</p> <p>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:</p> <ul style="list-style-type: none"> The inability of the Council to deliver services, particularly critical services for a significant period of time The loss of corporate and sensitive personal data (including bank details) Enforcement action Significant financial loss and Reputational damage <p>Risk Area – Information Governance and ICT</p> <p>Risk Owner – Director of Business Strategy and Change</p> <p>Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) September 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Cyber Board in place which monitors progress against the cyber improvement plan. Quarterly updates on all work undertaken to the Leadership Team and Corporate Scrutiny Board. Training for all staff through the implementation of the meta-compliance annual training Regular communications continue to be sent to employees around the risks of remote working, password security, etc. Attendance at national C-Tag forums and West Midlands Warning, Advice and Reporting Point (WARP) where members can receive and share up-to-date advice on information security threats, incidents and solutions. Adoption of the Active Cyber Defence tools provided by the National Cyber Security Centre <p>Further actions</p> <ul style="list-style-type: none"> New Windows 10 refresh being tested before deployment to all employees during 2022. Replacement of the Council's Storage Area Network, including procurement of additional ransomware protection tools. Replacement of the Council's server platform. Completion of Multi Factor Authentication pilot and subsequent deployment in 2022. Development of a second data centre to enhance business resilience. Procurement of new contact centre telephony to replace unsupported hardware and software. Certification of the Public Services Network which remains in deferred status at present. 	Cyber Board LGA Cyber Assessment NHS Digital PSN certification


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50 01/18	<p>Sandwell Aquatic Centre</p> <p>If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.</p> <p>Risk Area – Regeneration Risk Owner – Director of Regeneration and Growth</p> <p>Objectives impacted: 2, 5 and 6</p>	8 (amber)		8 (amber)	4 (green) Summer 2023	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Project governance and management arrangements in place Work on site continues to progress well with handover of the site to the Council from the main contractor Wates expected in April 2022. The project remains on target to be delivered on time and on budget prior to the 2022 Commonwealth Games. <p>Further actions</p> <ul style="list-style-type: none"> Continued construction work on project to be completed for Commonwealth Games and thereafter to prepare the building for opening to the public in the summer of 2023. <p>Given current market pressures in the construction industry the risk of this project remains Amber.</p>	Project Board Commonwealth Games Organising Committee


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53 04/18	<p>Oracle e-Business Suite (previously Business Management System)</p> <p>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:</p> <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. <p>Risk Area – Finance & Resources</p> <p>Risk Owners – Director of Finance</p> <p>Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) June 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Project management and governance arrangements are in place including a Project Board, team, plan, project sponsor and a project manager. • The project has experienced significant delays as well as significant cost overruns and a number of issues have been highlighted in the Grant Thornton governance review and this continues to reaffirm the current risk assessment. • As a result of the above, a fundamental review of the governance arrangements of the Programme to ensure there are appropriate resources in place is being completed. • Project management training for all of the project team, including Project Sponsors is also being delivered. <p>Further actions</p> <p>Implementation of the actions agreed from the Value for Money Governance Review for this project including:</p> <ul style="list-style-type: none"> • Termination of the implementation partner contract with InoApps. • Procurement of new support provider to deliver Oracle Fusion • SOCITM have been engaged to provide support to refresh the programme governance arrangements and review the Benefit Realisation and Readiness Assessments. This will begin in March. 	Project Board Grant Thornton – Value for Money Governance Review 2021

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54 05/21	<p>Special Educational Needs and Disabilities (SEND)</p> <p>If the Council is not able to appropriately support children with Special Educational Needs and Disabilities within the budget available, the impact on their life chances will be affected, the Council will likely be subject to increased Tribunals, and the Council's reputation will be adversely impacted.</p> <p>Risk Area – Children's Services</p> <p>Risk Owners — Director of Children and Education</p> <p>Objectives impacted: 1 and 3</p>	12 (red)		12 (red)	8 (amber) September 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Programme Board and project team established to deliver new framework to ensure new SEND Transport contracts are in place for September 2022 • The new framework will encompass recommendations from Children's Services and Education Scrutiny Board review and Grant Thornton's, Value for Money Governance review ensuring the focus remains on quality of provision for children and their families but builds in financial and service resilience for the Council. • An action plan is in place and is being closely monitored to ensure it delivers on the outcomes required. • The Council's Children's Services and Education Scrutiny Board carried out a review into SEND transport which was considered by the Board. Recommendations were made to Cabinet and responses have been received covering the commissioning of SEND Transport for the end of the current extended contract period, matters relating to the longer-term delivery of SEND Transport and other, more general, recommendations on the topic. • Reviews into the procurement process for SEND transport have also been conducted by the Council's Internal Audit service and also by the Council's, Audit and Risk Assurance Committee (ARAC). The Council's external auditors Grant Thornton also considered this as part of their recent Value for Money Governance Review. 	<p>SEND Strategic and Operational Groups</p> <p>SEND Transport Working Group</p> <p>Scrutiny Board</p> <p>Audit and Risk Assurance Committee</p> <p>Internal Audit Review</p> <p>Grant Thornton – Value for Money Governance Review 2021</p>

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55 03/21	<p>Implementation of External Audit Recommendations</p> <p>If the Council does not put in place and successfully implement an action plan on a timely basis to address the recommendations made by the Council's external auditors in its Audit Findings Report (AFR), then this may result in future audits providing a qualified opinion, additional audit costs being incurred and reputational harm to the Council.,</p> <p>Risk area- All areas</p> <p>Risk owner – Director of Finance</p> <p>Objectives impacted – All</p>	9 (amber)	n/a	Closed	n/a	<p>Current and Ongoing Controls</p> <p>The risk has been consolidated into strategic risk 59a regarding the Council's improvement plan.</p>	


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56 04/21	<p>Towns Fund Programme</p> <p>If the Council fails to get submit and get approval for the towns fund programme by identifying suitable projects, preparing robust full business cases then this will result in the inability to regenerate our town centres, create sustainable economic growth and create long term economic prosperity, and also reputational harm to the Council.</p> <p>Risk area- Regeneration and Growth</p> <p>Risk owner – Director of Regeneration and Growth</p> <p>Objectives impacted – 2, 3, 4, 5 and 6</p>	12 (red)		8 (amber)	6 (green) 24 March 2022	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Robust governance in place to oversee the programme including a Town Deal Board (superboard) and three Local Boards aligning to the town deal areas. The Council is the Accountable Body for the Town Deal funding. The Director of Regeneration and Growth chairs a Towns Fund Accountable Body Officers Group (which is also attended by the Director of Finance and officers from procurement and legal as well as all project leads) to review risks and provide a forum for resolution of issues, as well as seeking assurances on the management of risk. Regular engagement with advisors from DLUHC Programme management arrangements in place including appointment of a permanent programme manager, programme risk register and project risk registers for agreed business cases. Towns Fund Assurance Panel in place <p>Further actions</p> <ul style="list-style-type: none"> Finalisation of the remaining 13 projects full business cases and submission of project summary documents by 24 March 2022. 	<p>Town Deal Board</p> <p>Department Of Levelling Up, Housing and Communities (DLUHC)</p> <p>Audit and Risk Assurance Committee</p> <p>Deep Dive Jan 2022</p> <p>Scrutiny Reviews</p> <p>Towns Fund Assurance Panel</p>


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57 06/21	<p>New Operating Model</p> <p>If the Council does not put in place effective arrangements to support new working styles for employees this could result in a detrimental impact on the health, well-being and motivation of employees as well as having a negative impact on the productivity and attendance of the workforce and effective delivery of key frontline services.</p> <p>Risk area- Transformation</p> <p>Risk owner – Director of Business Strategy and Change</p> <p>Objectives impacted - All</p>	6 (green)		6 (green)	6 (green)	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Staff, Managers and Trade Unions actively engaged and contributing to the new operating model. • Regular communication and engagement with all stakeholders is ongoing. • Existing HR policies and procedures are in place that provide the safety net and guidance, and where appropriate, a review of corporate policies in relation to working from home with amendments made as appropriate to ensure the right support is available to employees in the new operating model, is also underway. • Clear and managed health and safety policies and practices and risk assessments being in place. <p>Further actions</p> <ul style="list-style-type: none"> • Consideration of a corporate solution and policies to support ongoing working from home. • Roll out of the employee engagement survey 2022 in February 2022, analysis, reporting and action planning. 	Work Place Vision Board Employee Engagement Survey 2022

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58 06/21	<p>Equalities</p> <p>If the Council fails to meet its legal obligations in respect of the Equalities Act 2010 and the Public Sector Equality Duty ensuring fairness is adhered to and is unable to demonstrate and evidence compliance with its obligations, then this will result in potential legal consequences for non compliance, reputational harm to the Council as well as potential impact on recruitment and retention.</p> <p>Risk area- Legal</p> <p>Risk owner – Director of Law and Governance</p> <p>Objectives impacted - 5</p>	9 (amber)		9 (amber)	6 (green) March 2023	<p>Current, Ongoing Controls and Further actions</p> <ul style="list-style-type: none"> • An Equalities Commission has been set up with agreed Terms of Reference and Chair following the restructure of Cabinet. The Commission will report to the Leader of the Council and the interim Chief Executive. • Three Stakeholder Groups, also with Terms of Reference have been set up including an Ethnic group; LGBT+ group and a Disabilities stakeholder group. • A fourth group in respect of Women is being set up following request from Trade Unions. • Funding has been secured for five full time posts and the recruitment process is underway. A number of posts have been filled and recruitment exercises are underway for the remaining posts. • An action plan has been developed based on feedback provided by employees across the Council along with gaps identified in the workforce diversity data as well as best practice put forward by other public-sector organisations. • A robust governance framework to help monitor and review the objectives and actions in the plan are also in place. • An Equalities Calendar has been developed and implemented that details many EDI events to raise awareness of the agenda. • Various events such as Black History Month, LGBTQ+ History Month have been successfully delivered leading to improved awareness and understanding. • The council is engaging with WMCA in relation to its Race Equalities taskforce. 	Employee Engagement Survey 2022 Equalities Commission

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59 04/21	<p>Corporate governance</p> <p>If the Council fails to undertake and conduct its business in accordance with necessary governance principles and practices to ensure that its actions remain lawful and consistent with best practice and are sufficiently open and transparent, then this will result in challenges being made to the Council, reputational harm and loss of confidence in the Council</p> <p>Risk area- Governance</p> <p>Risk owner – Director of Law and Governance</p> <p>Objectives impacted – All</p>	12 (red)	n/a	Closed	n/a	<p>Current Controls and Further Actions</p> <p>The risk was directly linked with risk 055 and as such has also been consolidated into strategic risk 59a regarding the Council's improvement plan.</p>	
59a 02/22	<p>Council's Improvement Plan</p> <p>If the Council does not put in place and successfully implement an improvement plan to address the concerns raised by the Secretary of State in respect of the Council's best value duty and the recommendations made by the recent external reviews carried out by the Council's external auditors, Grant Thornton, CIPFA and the LGA Peer Review then</p>	n/a	n/a	12 (red)	8 (amber) September 2022	<p>Current Controls</p> <p>This new risk has been included to reflect and consolidate the recent correspondence received by the Council from the Secretary of State from the Department for Levelling Up, Housing and Communities, as well as the findings and recommendations arising from recent reviews including the Grant Thornton – Audit Findings Report 2019/20, Grant Thornton - Value for Money Governance Review 2021, CIPFA Financial Management review and the LGA Peer review.</p> <p>Further actions</p>	<p>Grant Thornton- Audit Findings Report 2019/20</p> <p>Grant Thornton – Value for Money Governance Review 2021</p> <p>CIPFA Financial Management and Governance Review 2021</p>

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	<p>this may result in a loss of confidence in the Council's corporate governance arrangements, government intervention, future audits providing a qualified opinion, a lack of trust in the Council's ability to deliver its corporate priorities and reputational harm to the Council.</p> <p>Risk area- All services</p> <p>Risk owner – Interim Chief Executive</p> <p>Objectives impacted - All</p>					<p>A consolidated improvement action plan is being developed and finalised. The Plan will include:</p> <ul style="list-style-type: none"> • Establishment of an Improvement Board. • A member and officer development programme of training. • Robust recruitment process for the appointment of a permanent Chief Executive. • Refresh of the council's constitution which includes key corporate governance documents such as the Procurement and Contract Procedure Rules; Financial Regulations and the Scheme of Delegations. • Adopting a corporate approach to Project Management, including requirement of full business cases for major projects; developing templates for corporate projects which include options appraisals and business case. • Development of a Corporate Asset Management Strategy • Development of a Performance Management Framework • Review of the Council's values, codes and procedures to ensure they are fit for purpose • Development of a behaviour framework that sets out the expectations on managers and officers • Implementation of the Communications and Corporate Affairs Strategy <p>Progress against the Plan will be regularly monitored by the Council's Leadership Team and reported to the Executive.</p>	<p>LGA Peer Review 2022</p> <p>Audit and Risk Assurance Committee</p>

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60 04/20	<p>Health and Safety</p> <p>If the Council does not allocate resources and put effective arrangements in place to support, protect its residents and workforce and the people they come into contact with then there is a potential risk to health, wellbeing and life, resulting in negative reputational impact and also potential for future litigation claims against the Council.</p> <p>Risk Area – Human Resources</p> <p>Risk Owner – Director of Business Strategy and Change</p> <p>Objectives impacted: All</p>	8 (amber)		4 (green)	4 (green)	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Monitoring through staff surveys and manager briefings the levels of wellbeing in the workforce and the borough. A suite of preventative measures which include the wellbeing hub for employees with information and assistance on various matters including mindfulness, stress management, physical activities, etc. Support measures the Council has put in place to ensure that people are signposted to pathways to seek self help and therapy as required. This includes existing mental health strategies such as CAMHS, providing capacity and funding through grants to the voluntary community sector to ensure local provision is available for all. A corporate Health and Safety Management Board has been established to provide leadership team a clear oversight of organisational performance on Health and Safety and the actions being taken to promotion of health and safety in the workplace. 	Staff surveys Team briefs HR data

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61 10/21	<p>Partner Organisations / Contractors Service Delivery</p> <p>The Council works closely with partners and contractors to provide services to its residents and businesses.</p> <p>In the event Partner organisations or contractors do not provide the required level of service to the public this may result in:</p> <ul style="list-style-type: none"> • Efficient / good value for money / high quality services not being delivered • Enforcement action • Significant financial loss and • Reputational damage <p>Risk Area – All Services</p> <p>Risk Owner – Interim Chief Executive and Leadership Team</p> <p>Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber)	<p>Current Controls</p> <ul style="list-style-type: none"> • Partnership governance arrangements in place for key partners including Sandwell Children’s Trust, Sandwell Leisure Trust, Serco, Riverside. <p>Further Actions</p> <ul style="list-style-type: none"> • Identification of the Council’s key partners • Establishment of a partnership group to ensure oversight of effective contract management? Review of the current arrangements in place for each key contractor to ensure they remain fit for purpose and that the partnership objectives are aligned to the refreshed corporate plan. • Annual review and update of contract key performance indicators. • Ensure smooth transition of leisure services from Sandwell Leisure Trust. 	Grant Thornton – Value for Money Governance Review 2021 CIPFA Financial Management and Governance Review 2021 LGA Peer Review 2022

Risk Ref	Risk Title and Description	Previous risk score (Nov 2021)	Movement in risk score	Current risk score (Feb 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
62 01/22	<p>Climate Change</p> <p>Failure to achieve the Council's commitments in relation to Climate Change, including the pledge to make Council activities (corporate buildings (excluding housing and commercial estate), fleet, schools and street lighting) net-zero carbon by 2030 may result in:</p> <ul style="list-style-type: none"> • reputational damage • financial impact • increased demand for Council resources (in the event of extreme weather) and • a loss in public confidence. <p>In addition, managing the effects of climate change will also have significant financial impact which the Council will need to address.</p> <p>Risk Area – All Services Risk Owner – Director of Regeneration and Growth Objectives impacted: All</p>	n/a	n/a	12 (red)	8 (amber)	<p>Current Controls</p> <ul style="list-style-type: none"> • Climate Change strategy 2020- 2041 in place which sets out the 2030 target for the Council. • Member steering group in place to oversee implementation of the climate change action plan. • Climate change champions in place (officer level) and a Cabinet Member and member advisor champions in place. <p>Further Actions</p> <ul style="list-style-type: none"> • Development of an action plan for implementing the strategy is being presented to Cabinet for approval on 23 March 2022. • Development of programme governance arrangements. • Consideration of commissioning an impact study on Sandwell of a rise in temperature of 1.5 degrees. • Climate Change Programme Board (represented by service managers from across the Council) to be established with initial meeting in April 2022 to lead on measures within the action plan. • Delivery of the action plan once approved by Cabinet. The delivery of the action plan is the key measure that determines the current risk assessment. The deliverability of the Plan is heavily dependent upon future government initiatives and the availability of financial resources which will be the key driver in achieving the Council's 2030 target. 	Climate Change Programme Board Member Steering Group

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63 02/22	<p>Interim and Future Management of Nine of the Council's Leisure Centres</p> <p>The Council works closely with its partner Sandwell Leisure Trust and has terminated its management agreement governing this delivery through a Cabinet report, and notice served on 18th February 2022. There is a risk of service loss during the transitional period while a new operational model is established, along with the risks below:</p> <ul style="list-style-type: none"> • value for money / high quality services not being delivered • Significant financial loss and • Reputational damage <p>Risk Area – Leisure and Sport</p> <p>Risk Owner – Director of Borough Economy and Leadership Team</p> <p>Objectives impacted: All</p>	n/a	n/a	12 (red)	8 (amber) Dependent upon operational model agreed and transition plan timescale agreed with SLT it is anticipated that this risk will reduce by end April 2022	<p>Current Controls</p> <ul style="list-style-type: none"> • Partnership working with SLT around communications and transition planning. • Series of workshops for Cabinet to progress an options report on 23rd March for Cabinet. • Retained consultant support around legal and leisure support. • Preparation of supporting information for options consideration. • Quotes for step in arrangements to provide management of leisure centres in the event that SLT departs during the transition period. <p>Further Actions</p> <ul style="list-style-type: none"> • Progress transition planning and communications with SLT. • Prepare full transition plan with inclusion of all data requirements from SLT • Prepare associated Cabinet reports for options and subsequent implementation of preferred option. 	Grant Thornton – Value for Money Governance Review 2021 CIPFA Financial Management and Governance Review 2021 LGA peer Review 2022