

17 February 2025

Risk Management Update – SRR and Assurance Map

Ward(s): All

Portfolios: All

Purpose: Review

1. Aim

- 1.1 The purpose of this report is to provide Audit Committee with the updated Strategic Risk Register (SRR) following the recent monitoring exercise and the Integrated Assurance Mapping Report from Internal Audit.

2. Summary

- 2.1 Recent risk management activity has been carried out to refresh the SRR and ensure it contains the most current risks facing the council (Appendix 1).
- 2.2 Finance worked with Executive Directors and Directors from across the council to update the risks, controls and assurances in place. The Corporate Management (CMT) have reviewed this updated SRR and confirm that it adequately reflects the risks facing the council in the delivery of its strategic objectives.
- 2.3 The Council's Internal Audit service have completed a detailed review of the Council's assurance processes and control systems in relation to key risks and objectives. The resulting report is attached as Appendix 2.

3. Recommendations

- 3.1 Note and comment on the latest SRR at Appendix 1.
- 3.2 Review and note the Integrated Assurance Mapping Advisory Report (Appendix 2).

4. Report detail – know

- 4.1 The role of Audit Committee in relation to risk management is to:
- Monitor the effective development and operation of risk management in the Council;
 - Monitor progress in addressing risk related issues reported to the Committee.

This report seeks to provide an updated SRR including the controls associated with the risks to allow Audit Committee to discharge their role.

A summary of SRR updates (compared to September 2024 update)

4.2 Strategic risks are reviewed on a six monthly basis. Following a review by risk owners and Directors Group a refreshed SRR was presented to CMT on 30 January and is included here as appendix 1. There have been no changes to the overall risk scores since the last review. The table below summarises the updates to the register.

Risk	Risk Description	Lead Directorate	Impact	Likelihood	Updated "current" score	Trend	"Target" score
1	Threats to the Economic Growth of Walsall are not identified and mitigated, together with opportunities for sustainable growth being missed. <i>Minor changes to further actions and deadlines</i>	Executive Director, EE&C	4	4	16	↔	9 (3 x 3)
2	Transformation and Continuous Improvement does not achieve the outcomes and benefits required to ensure that available resources are directed to deliver the greatest outcomes for the community. <i>Minor changes to further actions and deadlines</i>	Executive Director, R&T	4	3	12	↔	8 (4 x 2)
3	Partnership relationships with other sectors and our major suppliers fail to deliver on shared objectives and therefore outcomes for the community. <i>No changes</i>	Executive Director, EE&C	4	3	12	↔	8 (4 x 2)
4a	The Council is unable to maintain statutory service standards to support the most vulnerable in society. <i>Additional risk detail added, deadlines amended and additions to further actions,</i>	Executive Director, Children's Services	3	3	9	↔	9 (3 x 3)
4b	Delays in responding to safeguarding concern referrals (2 days) & undertake safeguarding enquiries (28 days) in a timely way due to levels of demand and unpredictability. <i>Minor changes to further actions and deadlines</i>	Executive Director, ASC	3	2	6	↔	6 (3 x 2)

Risk	Risk Description	Lead Directorate	Impact	Likelihood	Updated "current" score	Trend	"Target" score
5	External Changes in Political and/or legislative environment including ongoing impact of Cost of Living pressures. <i>Additional further action and deadline</i>	Executive Director, R&T	3	2	6	↔	6 (3 x 2)
6	There is a lack of community cohesion and resilience placing increased pressure on public sector resources. <i>No changes</i>	Executive Director, EE&C	4	2	8	↔	4 (4 x 1)
7	Financial Resilience of the council is impacted by the failure to achieve the savings required or manage demand pressures to enable a balanced budget and Medium-Term Financial Plan to be delivered, <i>Transfer of further action to existing control, additional further action</i>	Executive Director, R&T	4	4	16	↔	9 (3 x 3)
8	Risk of Cyber Security attacks. <i>Further actions tidied (some were duplicated with existing controls)</i>	Executive Director, R&T	5	3	15	↔	9 (3 x 3)
9	Threats in relation to failing to comply with the legal obligations and duties of the UK General Data Protection Regulations, the Data Protection Act 2018 and relevant legislative requirements. <i>Update to existing controls and further actions.</i>	Executive Director, R&T	4	4	16	↔	9 (3 x 3)
10	Failure to deliver key services in the event of significant business interruption, including services delivered by contractors and partners. <i>No changes</i>	Executive Director, EE&C	4	3	12	↔	8 (4 x 2)
11	Climate Change - Failure to achieve climate change objectives. <i>No changes</i>	Executive Director, EE&C	4	4	16	↔	12 (4 x 3)

Risk	Risk Description	Lead Directorate	Impact	Likelihood	Updated "current" score	Trend	"Target" score
12	Significant Failure of Governance – a breakdown in governance to merit formal external intervention either from auditors or central government. <i>Amendment to further action and deadline</i>	Executive Director, R&T	4	2	8	↔	6 (3 x 2)
14	Inability to improve health outcomes. <i>Update added to further actions</i>	Director of Public Health	4	5	20	N/A	12 (3 x 4)
15	Workforce <i>Minor amendments to further actions</i>	Director of HR, OD and Administration & Business Support	5	4	20	N/A	9 (3 x 3)

Integrated Assurance Mapping audit and advisory report

- 4.3 The Internal Audit plan for 2024-25 includes time allocated to Risk Management, a portion of which was used to complete an independent review of the Council's Integrated Assurance Map. This was a detailed review of the Council's assurance processes and control systems in relation to key risks and objectives. The resulting report is attached as Appendix 2.
- 4.4 An integrated assurance map provides clarity regarding how risks are being managed and helps define the role of Internal Audit relative to other management assurance functions. The purpose of the review was to assess and map the current position of the Council's co-ordination of the appropriate level of assurance for controls of strategic risk areas.
- 4.5 The Advisory Report was shared with Director Group in November when in draft. The report identifies key observations and areas for improvement along with areas of good practice (pages 5 and 6, Appendix 2). For strategic risks where there were observations, the directors responsible were consulted and provided management comments.

Control Environment

- 4.6 The identification and management of risk at every level is a control within the governance framework and is included in the review of effectiveness of internal controls and the Annual Governance Statement.

Assurance of Controls

- 4.7 The existing controls and further actions for each risk included in the strategic risk register are reviewed and where appropriate revised. This provides assurance that the controls for each risk are in place and contribute to the mitigation of the risk.

Strategic Risks

- 4.8 This report presents the Strategic Risk Register for Audit Committees consideration.

Annual Statements

- 4.9 The management of strategic risks are considered as part of the Annual Governance Statement.

5. Financial information

- 5.1 There are no direct financial implications arising from this report, however effective risk management and reporting of risks supports and contributes to the delivery of good financial management.

6. Reducing Inequalities

- 6.1 Effective governance arrangements ensure a focus on delivering of Council Plan objectives, a key driver of which is reducing inequalities.

7. Decide

- 7.1 Audit Committee are asked to consider the updates made to the Strategic Risk Register and the Integrated Assurance Mapping Advisory Report and may wish to comment.

8. Respond

- 8.1 Audit Committee is required to ensure that it receives reports on risk management on a regular basis and takes appropriate action to ensure that strategic business risks are being actively managed. This report enables Audit Committee to exercise its responsibilities in respect of risk management by reviewing the current SRR; calling in key business risks for review; and seeking assurance that risk management is thoroughly embedded within the organisation.

9. Review

- 9.1 The Risk Management Strategy sets out the formal review and reporting points for risks throughout the year and these will continue to be followed, with feedback on the actions set out within this report incorporated into those updates.

Background papers

[SRR report to Audit Committee September 2024](#)

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Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline
	<ul style="list-style-type: none"> Lack of pipeline development which will limit Walsall's opportunities to secure funding. <p><i>The effect would be reduced future income streams for the council, increased unemployment and reliance on services from the community, reduced aspirations for the next generation.</i></p>		<p><i>Authority and LEP and alignment with Walsall's capital programme.</i></p> <p><i>Delivery of Town Centre Masterplan will address vulnerability of town centre economy.</i></p>					<ol style="list-style-type: none"> Developing the transformative town centre Connected Gateway scheme and Town Deal projects, also Community Regeneration Partnership and Darlaston Town Deal which contribute to the repurposing of the town centre and diversification of the economy. Plans to market Walsall Town Centre with its own branding to increase real estate values, lift the mood, and promote Walsall as a prosperous place to live, work and play. Work with CA and partners to identify and bring forward employment sites and include within investment propositions for the town. Develop pipeline projects and secure support to resource this. Focus on land assembly using powers such as CPO and partnership working to bring forward sites which have been inactive and/or derelict long term. Create and practise progressive and pragmatic planning policy, processes and decision making to bring forward housing and employment sites. Develop an action plan in the form of a framework to support the delivery of the council's economic strategy. SPARK (construction site) – remediation phase due for completion in September 2024. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Nov 2024</p> <p>Dec 2024</p> <p>Complete</p>

Strategic Risk Register 2024/25



Dec 2024

No.	Risk	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
	<i>Cause and Effect</i>								
2	<p>Transformation and Continuous Improvement does not achieve the outcomes and benefits required to ensure that available resources are directed to deliver the greatest outcomes for the community.</p> <ul style="list-style-type: none"> Lack of commitment to change/change fatigue Technical DaTS capability and service design (business analysis) capacity not sufficient to enable change to be implemented which delivers demonstrable benefits against the Proud Promises; Directorates and Services work in disparate way; The organisation does not have the skills or expertise required to deliver and sustain change and is reliant on expensive external resources; Continuous Improvement work is not focused on the right changes or stretching enough to achieve the targets and outcomes identified The changes made are not fully adopted by the organisation, new ways of thinking and working are not fully embedded. The organisation cannot sustain the changes made. <p><i>The effect would be that costs of service provision remains above optimum level and opportunity cost of this cannot be removed. The Council would not become fit for purpose to face future challenges. Behaviours and Culture would not change, and customer service levels would be variable alongside the Council's ability to attract and retain top talent in the sector</i></p>	<p>ALL</p> <p>Executive Director Resources and Transformation</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> Regular reporting through the governance arrangements and to Cabinet on progress. Applying lessons learnt to the next iteration of transformation. Close working between Policy & Strategy, Finance and Transformation & Change to address the Proud Promises. Focusing on the key business areas where there are significant risks around delivery and budget Applying appropriate governance to the redesigned transformation work Resource requirements in line with demand via a prioritisation process. Managing risks and issues with regular reporting on status and mitigation through boards. <p>Assurances:</p> <ul style="list-style-type: none"> Monthly monitoring of financial benefit and highlight report to Board and Cabinet; Re-established "transformation/finance" group to track and monitor transformation investments and benefit delivery Regular reporting to Cabinet on benefit delivery; Revised governance arrangements to enable appropriate scrutiny and progress to be made 	<p>Current Score</p> <p>4 3 12</p>		<p>Red</p> <p>↔</p>	<p>1) Next phase of council's continuous improvements will be developed to address Council Plan priorities, Medium Term Financial Outlook & business priorities</p> <p>2) Governance being reviewed and new ways of working will be aligned to the recommendations from the Governance Review</p> <p>3) Lessons learnt will be reviewed and applied</p> <p>4) Programme & Project Management methodologies will be applied to managing delivery and risk and Verto used for visibility of progress.</p> <p>5) Programme resource requirements will be monitored as the new projects are developed through business cases.</p> <p>6) Transformation and Digital effort (including Transformation & Change, DaTS, IG and BI) requirements are prioritised against CMT approved criteria, to ensure that this support service is meeting the wider Council's transformation needs. Reviewed every 6 months by CMT.</p> <p>7) Performance measures will be aligned to the Council Plan outcomes (including Proud Promises) and financial position with performance measures being developed through joint working with Policy & Strategy, Transformation & Change and Business Insights Teams working collaboratively. CMT and Cabinet will agree the final group of measures.</p>	<p>March 2025</p> <p>March 2025</p> <p>March 25</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>April 2025</p>	
				<p>Target Score</p> <p>4 2 8</p>		<p>Amber</p>			

Strategic Risk Register 2024/25



Dec 2024

No.	Risk	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
	<i>Cause and Effect</i>								
3	<p>Partnership relationships with other sectors and our major suppliers fail to deliver on shared objectives and therefore outcomes for the community.</p> <ul style="list-style-type: none"> • Non vibrant voluntary sector; • Weak relationships with Partners; • Lack of supply chain resilience / suppliers of services in market; • Provider fails; • Financial pressures in other sectors reduce the resources they can deploy; <p><i>The effect of this risk materialising would be increased future costs for the Council to deliver the same or reduced services or service disruption due to provider or contractor failure.</i></p>	<p>Communities</p> <p>Executive Director Economy, Environment & Communities</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> • Development of a strategic partnership board and a range of thematic boards to oversee delivery of the priorities in Walsall. • Contract Management Procedures in place. • Robust Relationships with Police/Health/Housing/FE/Schools / Fire/VCR/CDM sector. • Care Home Closure Procedures in place for provider failure. Domiciliary care market closure, attracting the marketplace procedures. Suppliers of food/cleaning materials/other goods and supplies required by Council. • Major contracts have robust response plans in place to be activated if the company fails. • Risk Assessment of major contractors completed. <p><i>Assurances:</i></p> <p><i>Quality Audit and Monitoring Resources in Adult Social Care.</i></p> <p><i>PwC work across all Directorates.</i></p>				<p>Current Score</p> <p>4 3 12</p> <p>Red</p> <p>↔</p> <p>Target Score</p> <p>4 2 8</p> <p>Amber</p>	<ol style="list-style-type: none"> 1) New outcome focused contracts to be established for priority aims Increase the percentage of suppliers who are contracted with the Council. 2) Additional resources in ASC identified for quality audit and monitoring. QICT established, however, monitoring functions to be scoped as part of HUB implementation. 3) Design and implement the Quality assurance and Contract Monitoring function of the Council Hub. 4) Develop quality surveillance with systems with collective responsibility for the quality of (all) care provision. 5) Development and launch of new whole-age care framework Reimagining Care. Part of ASC's Continuous Improvement plan. 6) Strategic Procurement function to be developed. 7) Modelling of future demand and market sustainability project as part of Reimagining Care to inform 2024-25 budget and mitigate increases in inflation and NLW. 	<p>April 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>Mid-late 2023</p> <p>Framework in development. Transitional contracts agreed with all aligned to March 2024</p> <p>Procurement now part of Finance and under view.</p> <p>For 2024/25 budget process.</p>

Strategic Risk Register 2024/25



Dec 2024

No.	Risk	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
4a	<p><i>Cause and Effect</i></p> <p>The Council is unable to maintain statutory service standards to support the most vulnerable in society.</p> <p>Demand management:</p> <ul style="list-style-type: none"> • Thresholds, understanding and application of thresholds insufficient across the partnership, leading to unnecessary referrals of children and families from single agencies. • Right Help Right Time: Children who do not require specialist services may be open across Children’s Social Care. Children’s Services become overstretched and are unable to maintain service standards. As a consequence children may not be adequately safeguarded from harm. • High profile child protection cases from other areas and associated media coverage may result in increased demand within the service due to increased risk aversion among professionals and public concern, creating more demand at the front door and a higher demand for child protection plans and children entering care. • Increasing pressures within families due to the ongoing cost of living crisis may increase demand. There may be a particular increase in demand around Early Help and an increase in the number of children presenting with neglect. • Development of Family Hubs, responding to need at earliest opportunity. <p>Children in specific circumstances are not adequately supported and are left at risk (missing, criminal exploitation, SEND, complex needs/ tier 4 / CSE / exclusion):</p> <ul style="list-style-type: none"> • Intelligence around vulnerable children are not robustly captured or joined up within children’s services and across the partnership, there is a lack of action to disrupt criminal activity and support is not sufficient. • This can lead to children and young people being sexually or criminally exploited, going missing and being left at risk of short or long 	<p>People</p> <p>Executive Director Children’s Services</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> • Safeguarding practice standards are in place alongside the Right Help, Right Time guidance to ensure that professionals understand requirements and thresholds for statutory services. • The All Age Exploitation supports best practice in this area. Closer monitoring of child exploitation is taking place through strategic management structure and operations group and the new strategy has been launched. • New Early Help Strategy has been developed and launched with partners and regular “time to talk” partnership events are held to ensure that everyone is aware of their responsibilities in delivering effective Early Help. • Key safeguarding multi-agency messages from the Walsall Safeguarding Partnership are issued to all staff on a weekly or bi-weekly basis. • The implementation of Inclusion, Access and SEND strategies and a robust Schools Causing Concern Protocol are in place. • Key operational sub-groups are in place for MASH and SEND, working cross partnership to monitor demand and improve practice. • A robust Quality Assurance Framework ensures that qualitative and quantitative data is brought together to identify areas of good practice and areas for improvement. • Demand is monitored with any change responded to quickly. Demand data is also shared with partners to support conversations about ensuring that children are receiving the right help at the right time. • There is a strong learning and development offer in place for all staff. • New practice models now in place and are being embedded. • Skilled and experienced performance team is able to understand and respond to the data and analysis needs of the business. • Robust performance management culture being adopted across services. • Websites are being updated to ensure parents and professionals have access to information to support self-service. • Systems are being updated and implemented across the directorate to ensure that they are 	<p>Current Score</p> <p>3</p>	<p>3</p>	<p>9</p>	<p>Amber</p> <p>↔</p>	<p>1) Improvement plans across social care and SEND are in place in response to the ILACS inspection in 2021 and SEND re-inspection in 2022 to drive continuous improvement in relation to the inspection findings. Preparation for Youth Justice Inspection is also underway.</p> <p>2) Implement MOSAIC Portal to enable partners to record early help interventions directly into systems and to see relevant family history.</p> <p>3) Implement Sentinel system to facilitate the identification and claims for families through the Supporting Families programme and also to support the joining up of data across different services to provide a more complete picture of needs for children and families.</p> <p>4) Contribute to the Domestic Abuse (DA) Needs Analysis and the development of the strategy and use the findings to support the development of services for families where DA is an issue.</p> <p>5) Review of All Age Exploitation to be undertaken.</p> <p>6) Review of Walsall Right 4 Children Priorities to align with We Are Walsall 2024.</p> <p>7) Implementation of the DSG management plan to mitigate forecasted spend.</p> <p>8) Review of the timescale for DFE decision making for free schools.</p>	<p>Ongoing</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>Reviewed Quarterly March 2025</p> <p>Reviewed Quarterly</p>

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
	<p>term harm, poor outcomes and of becoming perpetrators themselves.</p> <p>Provision of services does not meet the needs of children and families across Early Help, Social Care and Education (including SEND):</p> <ul style="list-style-type: none"> Systems, processes and quality of practice are not robust, contribution of partners is not sufficient, and advice and information provided to parents and carers is not of a suitable quality. Performance information and analysis are not robust and do not support service planning and improvement. Demand increases in statutory services, particularly in relation to young people in care and placements for children with SEND, unforeseen expenditure via a fine or extraordinary event (e.g. needing to invest in a school or service following a poor Ofsted Inspection) or failure in budget management across multiple departments can all cause additional pressures on budgets. Unable to meet education sufficiency due duty for school places mainstream and SEN linked to DFE free schools programme <p>This can lead to children and families not being supported in a way which maximises their opportunities and outcomes and the council not being compliant with legal and statutory requirements, resulting in legal challenge and poor inspection outcomes.</p>		<p>fit for purpose and support front line practice effectively while also allowing data to be accessed and analysed to support service assurance and development.</p> <p><i>Assurances:</i></p> <ul style="list-style-type: none"> Multi-agency threshold training has been delivered across the Safeguarding Partnership. Ongoing monitoring of demand and capacity demonstrates where this has been implemented successfully or where further training is required. Half termly Schools Causing Concern Protocol is identifying schools that need additional support, gathering assurances on action plans and providing effective challenge. Monitoring of school attainment and performance is part of this. Ongoing programme of audits is in place and are being used alongside performance and demand data to provide assurance and inform action plans. External oversight from Ofsted and DLUHC confirms the quality of provision of services and assurance that the right families and children are being supported in the right way. SEND APP has been lifted. Ongoing performance management arrangements provide assurance that the required data is available and that analysis is robust, in line with business need and carried out with an understanding of operational and strategic detail which impacts on any conclusions the analysis draws. Review of Safeguarding Partnership Business Unit has taken place, to support effective working of the partnership across Children's and Adults. Assurance of the Wave 2 Pathfinder award remodelling of Early Help and Children's Social Care. Award of SEN Free School under the Capital Programme to provide additional sufficiency for SEND in Walsall. 					<p>9) Consideration of capital and revenue implications to meet sufficiency duty through LA delivery.</p>	<p>March 2025</p>

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
4b	Adult Safeguarding Delays in responding to safeguarding concern referrals (2 days) & undertake safeguarding enquiries (28 days) in a timely way due to levels of demand and unpredictability.	People Executive Director Adult Social Care	<ul style="list-style-type: none"> 1. Qualified social work team dedicated to screen, prioritise and risk assess incoming safeguarding work. 2. Weekly monitoring of incoming demand and response time by the team 3. Weekly monitoring of work dispersed within the directorate e.g. S42 enquiries to ensure timeliness of performance 4. Weekly GM huddle to analyse demand and future plan 5. Business Continuity and emergency response plans in place whereby the department will deploy staff from other service areas / teams to support the business if required 6. ASC Staff receive mandatory safeguarding training at an appropriate level for their role and function. A tracker has been developed to monitor training activity and compliance within ASC. 7. Staff supervision and workload management has been strengthened and compliance is reported on a tracking system , with good level of management oversight as reported at weekly huddle meetings. 8. Improved BI dashboard reporting and accessibility. 9. Appointment and induction of safeguarding lead 	Current Score			Amber ↔	<ul style="list-style-type: none"> 1. ASC are conducting an options appraisal to review the arrangements for adult safeguarding. This will be undertaken by the new group manager and HOS upon start date with the team (Jan 25) The aim is to further strengthen its front door safeguarding function with the possibility of developing a Multi-Agency Safeguarding Hub (MASH) for adults , similar to the safeguarding arrangements within Children’s Services. Regional work is to commence which will support this appraisal. 2. A new referral form is in development which will be integrated with the ASC record management system (Mosaic). 3. Appointment of new permanent staff in the safeguarding hub all staff to be in post by 28/2/25. 4. Review of paperwork and processes has commenced to reduce duplication and support timely completion 	31/03/25
				Target Score			Amber ↔		31/12/24
				28/02/25				28/02/25	
								31/01/25	

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likeli- hood	Risk score	Status & Trend	Further Actions	Deadline		
5	<p>External Changes in Political and/or legislative environment including ongoing impact of Cost of Living pressures.</p> <ul style="list-style-type: none"> • <i>Changes in political direction from government;</i> • <i>Changes in priority locally;</i> • <i>Government driven reform to local government structures / devolution</i> • <i>Lack of reform – local government finance, social care funding</i> • <i>Government funding package insufficient to support increased cost of living pressures across all council services</i> <p>The effect of this risk materialising is that some of the generational change required for example long term regeneration plans or public health driven initiatives may be subject to changing landscape where strategic direction or political landscape changes.</p>	<p>All</p> <p>Executive Director Resources and Transformation</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> • Regular statutory officers’ meetings review and consider national and local environment. • Main record of the council’s statutory obligations is contained within the Constitution. • The council monitors legislative and policy changes and implements change where necessary to ensure it acts lawfully. CMT oversight ensures organisation remains flexible to change. • Medium term financial strategy and rolling 4-year medium term financial outlook in place and regularly reviewed and updated for national and local changes in policy and legislative changes. Enables and supports forward planning and responsiveness to change. • Focus on ensuring there is cross party support, and the business driver is the Council Plan. • Continued delivery of Proud transformation and workstreams agreed targets. • Part of the WM local resilience forum watching brief on emergency planning. • Household support scheme, Crisis support scheme and Council Tax support schemes in place to support the most vulnerable. • Quarterly performance of the Council plan is taken through CMT, Cabinet and Scrutiny on a quarterly basis. • CMT review of Strategic Risks (quarterly) • Formal horizon scanning exercise at least annually for emerging risks, to ensure that on-going activity feeds the processes and formal proactive action plans are in place when is most efficient and effective to do so. <p>Assurances: <i>Management mechanisms in place – no unexpected or unforeseen changes in last 12 months.</i> <i>A Corporate Peer Review was undertaken in January 2023 and positive feedback received with relevant actions to be planned and implemented.</i></p>	Current Score				<p>Amber</p> <p>↔</p>	<p>Ensuring the authority keeps up to date with relevant changes and considers impacts at the earliest opportunity.</p> <p>Continual review of cost of Living pressures and government funding as part of the annual budget cycle throughout the year.</p>	Ongoing	
				3	2	6	Target Score				Ongoing
				3	2	6	Amber	<p>Corporate Peer Review report received February 2023 and an agreed action plan submitted March 2023 with actions to be implemented within 6 months to make any necessary improvements. A follow up visit was made with the review team returning to Walsall on Monday 9 October 2023 to look at the progress being made. The Peer Team heard that the Council has made good progress against several of the key recommendations presented to them. The key next steps include a reviewed Corporate Plan and transformation plan which are in train.</p> <p>Publish and implement ‘Pursuing Excellence Our Council Plan 2025-2029’-</p>			

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Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likeli- hood	Risk score	Status & Trend	Further Actions	Deadline															
6	<p>There is a lack of community cohesion and resilience placing increased pressure on public sector resources.</p> <ul style="list-style-type: none"> Demographic changes in the Borough; Increase in hate crime and a feeling of segregation; Expectations in community around public services are increasing when funding is reducing. Support for residents around status and access to services. Digitalisation of public services – potential exclusion of some residents with English as a Second Language or other access needs. “Sense of belonging” may weaken with lack of physical presence and social mixing activity. <p>The effect of this is reduced satisfaction of residents and increased cost pressure in the future.</p>	<p>Communities</p> <p>Executive Director Economy, Environment & Communities</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> Walsall, as one of the five integration areas, has benefited from central government investment. Research by the Belong Network and the University of Kent has drawn a direct correlation between the work of this investment and the increase in community activism and increased cohesion. Close work with police and other partner organisations through the Safer Walsall Partnership including a resilient communities approach to issues such as hate crime. Further development of a resilient Communities approach within Walsall to increase work across communities in Walsall. Demographic data used to inform the corporate planning process. Increased focus on outcomes in the corporate plan as well as preventive activities to reduce burden on public sector e.g. homelessness reduction. Developing measurable integration strategies with sustainable ESOL learning in the community. Support for residents with the EU Settlement Scheme through partners Further development of CAM Programme to improve accessibility for diverse groups of residents. The Walsall for All (WFA) board meets on a regular basis and has a funding plan in place. Its focus is on influencing and leadership rather than activity however it still has a vibrant group of organisations playing an active part in cohesion activities. The Chair is the Chief Executive of AAINA Community Hub and its membership is a cross section of statutory partners and independent organisations focused on building a Walsall for All. The approach. The focus of this group is community cohesion and they will be involved in the 	<table border="1"> <tr> <td colspan="4">Current Score</td> </tr> <tr> <td>4</td> <td>2</td> <td>8</td> <td>Amber ↔</td> </tr> <tr> <td colspan="4">Target Score</td> </tr> <tr> <td>4</td> <td>1</td> <td>4</td> <td>Amber</td> </tr> </table>	Current Score				4	2	8	Amber ↔	Target Score				4	1	4	Amber			<p>The 3 key areas of work will focus on:</p> <ol style="list-style-type: none"> Sustainable funding solution informed by VCS knowledge to allow for the work of the organisation to continue. This is expected to be delivered through a combination of DLUHC/Lottery and the Public Sector within Walsall. Continued development of the Resilient Communities approach within Walsall and increased partnership working. This continues to leverage the Walsall for All approach in its design. £150k ongoing support to the Walsall for All agenda. Walsall for All relaunch event held in March 2023. Support CAM Programme facilitating feedback from diverse groups of residents on digitalisation and access. Support the WFA Pledge and Race Equality Task Force driven by the Combined Authority. There initial document has now been published and actions and owners are being agreed.. <p>Partnership working is developing and delivering through the Safer Walsall Partnership.</p> <ul style="list-style-type: none"> Ensure community channels are refreshed and maintained for capturing all rather than the same voices. Review of Community Tension Monitoring arrangements to support above actions and ensure corporate oversight. A new tensions monitoring approach is being trialled. Gaza conflict has a major focus and 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Current Score																								
4	2	8	Amber ↔																					
Target Score																								
4	1	4	Amber																					

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likeli- hood	Risk score	Status & Trend	Further Actions	Deadline
			<p>preparation of our new EDI strategy, which is currently being scoped.</p> <ul style="list-style-type: none"> Short term funding has been identified for community Conversation initiative which is a pre-ESOL approach to new communities. This was successfully trialled through Walsall for All. Walsall Connected programme delivered year 1 has been a great success and strong future planning framework is in place Infrastructure locality level focus is seeing good results. <p><i>Assurances:</i> "Substantial" assurance from internal audit work 2019/20 on Community Safety.</p>					<p>attention. Currently operating with new police led initiative to monitor community tensions</p> <ul style="list-style-type: none"> Independent Advisory Group (IAG) refresh with Police. 	<p>Initial IAG refreshed CONTEST meeting due January 2024 – December saw initial Shadow Board looking at TOR membership and forward plan. Looking to identify independent resource to support January 2024</p>

Strategic Risk Register 2024/25



Dec 2024

No	Risk	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
	<i>Cause and Effect</i>								
7	<p>Financial Resilience of the council is impacted by the failure to achieve the savings required or manage demand pressures to enable a balanced budget and Medium-Term Financial Plan to be delivered.</p> <p>A. Demand and / or costs (individual / combined) increase beyond current forecasts, (including impact on economic growth and jobs, cost of materials, staffing shortfall, etc) in relation to:</p> <ul style="list-style-type: none"> • <i>Cost of living;</i> • <i>Demand increases in statutory services;</i> • <i>Unforeseen expenditure via a fine or extraordinary event;</i> • <i>Failure in budget management across multiple departments;</i> • <i>Financial risk / uncertainty of exit from the EU;</i> • <i>Lack of certainty around funding and loss of European funds;</i> <p>B. <i>Delivery of savings (including carried forward savings) causes pressure on the in year budget and need for additional focus on:</i></p> <ul style="list-style-type: none"> - <i>implementing robust delivery plans;</i> - <i>identifying mitigating actions;</i> - <i>use of earmarked and general reserves, potentially reducing financial resilience.</i> <p><i>This would affect the financial resilience of the council by having to use reserves to balance the budget putting future stability and sustainability of finances at more risk. As reserves are set at a prudent level, replenishment would be required from services, adding to the financial pressure. Having to set an even more challenging savings programme in future years to address a lack of achievement from current plans, which would impact services and result in reputational damage. Any ongoing impact of the cost of living may also impact on this situation, for instance with the risk of aS114 in future years.</i></p>	<p>Communities</p> <p>S151 Officer</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> • Robust financial governance and financial planning and budget monitoring processes; • Corporate reporting of forecast demand and cost pressures in year and in budget setting includes forecast of cost of living impact (on contracts energy, pay inflation) and includes scenario planning; • Budget holders trained in budget responsibilities and supported by finance business partners who report to the statutory S151 Officer; • Financial risk assessment informs annual budget and level of recommended reserves and contingencies – Statutory S25 Statement from S151 Officer including robustness of the budget estimates and adequacy of reserves; • Comprehensive service financial risk assessments in place as part of budget setting process; • Adequate corporate reserves and provisions to manage unforeseen financial issues in place and monitored regularly; • Service demand trackers in place in ASC and Children's to monitor, report on and manage volatile areas of demand (care packages, LAC, etc); • Regular reporting of financial performance to CMT, Cabinet and Scrutiny including progress against delivery of savings and alternative actions where delivery is delayed; • Review of CIPFA's Finance Management Code requirements shows that the council is fully or substantially compliant in most areas, with actions identified in relation to outstanding areas. • Strategic Investment Board oversees the use of capital resources and ensure robust investment decisions in place. • CEO/CFO/HOF Monthly meetings include review of financial performance and savings realisation; 	<p>Current Score</p> <p>4</p>	<p>4</p>	<p>16</p>	<p>Red</p> <p>↔</p>	<p>1) Continue to review savings delivery plans, demand and cost pressures including carry forward of 2023/24 savings not implemented and new 2024/25 savings, and impact on MTFO;</p> <p>2) Ensure robust delivery plans for identified MTFO savings and identification of mitigating in year actions to address delays;</p>	<p>Ongoing</p>
				<p>Target Score</p> <p>3</p>	<p>3</p>	<p>9</p>	<p>Amber</p>	<p>3) Review impact analysis of expected funding announcements and update CMT and Cabinet.</p> <p>4) Continue to develop MTFO and Budget Setting process and transformation to deliver a balanced 4 year budget, utilising intelligence and benchmarking data to inform opportunities for cost reduction / efficiency saving approaches.</p> <p>5) Continue to lobby for ongoing multi-year funding Settlements which address the real cost of social care provision.</p> <p>6) Piloting internal critical friend challenge sessions with executive directors to gain assurance regarding ongoing delivery of savings.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Commencing Jan 2025</p>

Strategic Risk Register 2024/25



Dec 2024

No	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
			<ul style="list-style-type: none"> • WMCA Constitution which sets out voting rights covering approval of WMCA budgets and steps to take if not approved. • Scheduled CEX and Leader briefings scheduled so significant concerns are flagged at WMCA Board being the ultimate decision making body. • Increased oversight of CMT on delivery of savings via increased frequency of reporting • See also Risk 2 for internal controls and related assurances in relation to continuous improvement - this includes programme governance and reporting, including regular review of benefit savings delivery, aligned to the corporate financial reporting processes. <p>Assurances:</p> <ul style="list-style-type: none"> • Regular review of MTFE and MTFO and regular review of savings tracker by Finance, CMT and Cabinet; • Annual Internal Audit of core financial systems; • External Audit conclusion on the council's arrangements for securing value for money and audit of the annual accounts. • Corporate financial reporting includes delivery of benefit savings and requirement to address any financial saving shortfalls is embedded across the council to ensure council outturns within budget despite in year financial and demand pressures; evidenced by draft Outturn 2023/24 and previous years all within budget with unqualified audit. 						

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
8	Risk of Cyber Security attacks. With the council's increasing reliance on digital service delivery if the council is affected by a cyber-attack it would necessitate IT services being withdrawn whilst remedial work is undertaken to attempt to restore systems. Depending on the severity of the attack, the recovery time could have a detrimental impact on our ability to deliver some or all services including : support for vulnerable adults and children, ability to contact the council, customer self-serve capability via web and contact centre, impact on financial income and council reputation.	ALL Executive Director Resources and Transformation	Existing Controls: A multi layered approach: <ul style="list-style-type: none"> PSN compliance (This regime covers areas such as keeping software up to date). DaTs security roadmap, the engagement with Microsoft has concluded and a Cyber Security team has recently been put in place dedicated to improving our security along the guidelines recommended by Microsoft and the National Cyber Security Council (NCSC). Training and skills transfer to ICT staff in managing cyber. Regular external and internal penetration testing. Continue receiving alerts from external sources related to Security. Examples of these sources are Microsoft, Internet Service Provider, NCSC, WARP and Government Security group. Staff training including mandatory IG accreditation and learning from Phishing simulation test. Regular updates and reminders to staff through Inside Walsall. Banner alerts inside emails to remind staff not to open unsolicited attachments. Multi-factor authentication enabled in all user accounts, service accounts, test accounts and guest accounts. Back-up and restore regime is appropriate. Microsoft Best Practice recommendations are regularly reviewed and applied. Access to specialist Technical Advisor via Microsoft Support Agreement Cyber Security Training is an annual mandatory requirement (alongside IG Training) Phishing Simulation exercises carried out on an ad-hoc basis Practice exercises undertaken using simulated out of the box exercises provided by NCSC. Rubrik Back-up for M365 products provides immutable storage and virus checking at point of back-up Access to specialist Technical Advisor via Microsoft Support Agreement 3rd party Security Operation Centre active 24x7 / 365. 	Current Score			Red ↔	1. PSN Compliance audit and submission to be resubmitted for 2025. 2. Future DR / Cyber Attack exercise in business hours to be planned for 2025 through consultation with services and CMT	September 2025 November 2025
				5	3	15			

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
			<ul style="list-style-type: none"> • Lessons learnt from simulations and DR Exercises are continuously being fed back to staff and technical teams. <p><i>Assurances:</i></p> <ul style="list-style-type: none"> • Continuous audits via Internal Audit • Quarterly Cyber Security Report presented to CMT • Quarterly penetration testing by external specialists. 						

Strategic Risk Register 2024/25



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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
9	<p>Threats in relation to failing to comply with the legal obligations and duties of the UK General Data Protection Regulations, the Data Protection Act 2018 and relevant legislative requirements.</p> <ul style="list-style-type: none"> The inappropriate and or unlawful collection, processing, sharing and retention of information with regards to: <ul style="list-style-type: none"> New processing or sharing arrangements or systems implementation without assurances or risk assessments Inappropriate or non-compliant records management practices Inappropriate sharing of information through new ways of working The loss, disclosure or unavailability of information through cyber attacks The excessive collection, use, retention or sharing of data Failing to apply adequate and or appropriate technical or organisational security controls Failing to comply with the principles in law Failing to share lessons learnt Failing to provide sufficient resources to comply with the legal obligations Failing to provide sufficient funding to enable appropriate levels of security, accountability, compliance and assurance Failing to comply with recommendations made by the DPO/SRO where risks have been identified Failing to comply with or abide by policy, procedures, standards and or guidance implemented to support our compliance requirements <p><i>The effect would be a breach of the regulations and or legislation which may result in loss of reputation, loss of jobs, monetary penalties up to £17m or 4% of turnover and the potential for criminal prosecution.</i></p>	<p>ALL</p> <p>Executive Director Resources and Transformation</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> Regular review and reporting for accountability through the Forum for Information Governance and Assurance which reports upwards through Information Champions to DMT's, Directors Group and to CMT. Compliance of the Public Sector Network certification process for information security Compliance and submission of the annual Data Security and Protection Toolkit. Registration with the ICO Regular news, awareness and guidance shared with all staff in relation to lessons learnt and changing ways of working. Embedded requirements on Information Champions to share the outcomes and reports from FIGA throughout directorates Embedded requirements on Information Champions to support the management and investigation of data breaches in a timely manner for compliance of reporting obligations. Updated and embedded standards, procedures and guidance within the IG framework and policy. Transparent Data Protection Processes and Privacy Notices are published Artificial Intelligence – Guidance Briefing being produced for staff and members. New technology initiatives are reviewed by IG and DaTS through regular governance meetings such as Technical Design Assurance. Procedures, standards and guidance continues to be implemented and updated through FIGA. Published on Inside Walsall. <p>Assurances: <i>Reporting and monitoring of our compliance obligations, duties and requirements are reported and actioned accordingly through the FIGA group, IG team and Information Champions. Utilising the ability to communicate</i></p>	<p>Current Score</p> <p>4 4 16</p>		<p>Red</p> <p>↔</p>	<p>1) Fully engage with Information Champions as representatives of directorates to ensure that levels of awareness around data breaches and risks are well understood. Review FIGA ToR and Roles and Responsibilities of Information Champions representatives.</p> <p>2) To address the issue of late completion of mandatory IG training, the IG Team will be updating the process whereby all training must be completed by end June of each year. (3 month window to complete)</p> <p>3) Procedures, standards and guidance continues to be implemented and updated through FIGA. Published on Inside Walsall.</p> <p>4) Information Governance Policy is reviewed annually and reported to FIGA and where significant change is required reported to Cabinet.</p> <p>5) Digital Records Management electronic document records management system which</p>	<p>March 2025</p> <p>Reporting to CMT has been Monthly November, December and January for 23/25 From April 25 there will be a concentrated period requiring completion by end of June, reporting to CMT end July 25</p> <p>Review July 25</p> <p>Project Completion September 25</p>	
				3	3	9	Amber		

Strategic Risk Register 2024/25



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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
			<p><i>effectively any key requirements, changes and awareness at all levels.</i></p> <p><i>Senior level attendance by the DPO at DMT and CMT meetings as required for further sharing of lessons learnt, identified risks and increased awareness to ensure accountability.</i></p> <p><i>Internal Audit through Mazars, and additional assurance including the completion of national compliance report/submissions such as the DSP toolkit and PSN certification with regular pen testing on systems security, support the overall levels of assurance that the council is processing data in accordance with the legislative requirements.</i></p>					<p>looks to resolve current manual records noncompliance issues. project in progress, reported through Enabling Support Services group.</p> <p>6) Continued and ongoing compliance monitoring looks to ensure appropriate levels of awareness is raised at the most appropriate senior management levels.</p> <p>7) IG Updates to SMG Directors Group and CMT identifying breaches and risk areas requiring attention.</p> <p>8) Regular attendance at Corporate Induction where new starters are signposted to intranet site for more information about IG, also attendance at SMG meetings where the sharing of awareness and lessons learnt is undertaken</p> <p>9) Scanning legislative changes as a result of Brexit which are working their way through parliament.</p>	<p>Sept, Dec, Mar, June</p> <p>Last Session October 2024 Next due April 25</p> <p>Induction is Monthly</p> <p>Impact will be included in Directors and CMT reports (quarterly)</p>

Strategic Risk Register 2024/25



Dec 2024

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			<p>EPU has been working with DaTS to implement a Recovery Point Objective template, which details the minimum recovery point at which all services can continue to use their software after a cyber-attack or a disaster recovery scenario that would impair the council's IT systems. This work is ongoing.</p> <p>EPU are represented on the newly formed West Midlands Conurbation BC Working Group. Thereby sharing good practice.</p>					5) A review of BCPs to commence Sept 2024.	

Strategic Risk Register 2024/25



Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
11	Climate Change Failure to achieve climate change objectives <ul style="list-style-type: none"> Walsall Council to be net-zero by 2041 WMCA – Net zero carbon economy by 2041 Black Country – Industrial decarbonisation by 2040 	ALL Executive Director Economy, Environment & Communities	Existing Controls: The council revised its climate change ambitions in October 2022. It had been working towards carbon net zero by 2050. The new target is for the borough to be net-zero by 2041. Therefore, a new action plan is required. The current five-year action plan identifies actions up to 2025 and focussed on Scope 1 (direct emissions from owned/controlled sources) and Scope 2 emissions (indirect emissions from the generation of purchase energy) under the themes of: <ul style="list-style-type: none"> Strategy Energy Waste & Consumption Transport Nature Resilience & Adaptation All Cabinet and CMT reports to reference Climate Change implications. Monitoring. <ul style="list-style-type: none"> The Council will use the Local Government Association GHG tool to assess council Scope 1 and 2 emissions. It will use the Oxygen Insights tool to assess Scope 3 emissions. It will use the Carbon Disclosure Project methodology to monitor borough wide performance. To increase climate risk awareness across the council Climate Literacy training has been provided for the Senior Management Group. In-depth training for Comms and Planning teams has also been delivered. Pilot training session has been arranged for more junior officers. An appointment of a Climate Change Manager has been made to develop a Net Zero 2041 strategy. Two Net Zero Officers have been recruited (on currently being onboarded) to increase the capacity of the Climate Change team.	Current Score			Red ↔	1. A revised Net Zero Strategy with a 3-year action plan is being drafted. Draft available for consultation from July 2024. 2. A Walsall Net Zero Partnership will develop a borough wide Net Zero 2041 delivery plan. This forum will replace the Climate and Environment forum.	Nov 2024 Sept 2024
				4	4	16			
				4	3	12	Red	3. A Climate Change Literacy programme for council staff to embed climate change appreciation in all service delivery. Resources permitting the programme will include on-line induction training, 'climate champions' in all services and member training. 4. The Council is developing Walsall Borough Local Plan to replace existing local plans. The Local plan will include policies covering Net Zero, climate change and sustainability to embed these concepts in all future developments.	Through 2024/25 Draft 2026/27

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Dec 2024

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
			<p>A Walsall Net Zero Partnership will be set up to develop a the 'borough wide' ambitions of the Net Zero 2041 Strategy. This will replace the Walsall Proud Climate and Environment Forum.</p> <p><i>Assurances:</i></p> <p><u>An Internal Audit was carried out prior to the change in target outlined above. This audit report (issued March 2023) assessed the:</u></p> <ul style="list-style-type: none"> • 'Adequacy of System Design' as offering 'Limited Assurance,' • 'Effectiveness of Operating Controls' as offering 'Moderate Assurance.' <p><i>Actions to address the 'Limited Assurance' finding are contained within the 'Further Actions' Section.</i></p>						

Strategic Risk Register 2024/25



Dec 2024

No.	Risk Cause and Effect	Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline
12	Significant Failure of Governance – a breakdown in governance to merit formal external intervention either from auditors or central government.	MO and S151 Officer	<p>Annual completion of Annual Governance Statement (AGS) statement, presented by Leader and Chief Executive to Audit Committee and reviewed by External Audit.</p> <p>External Audit report on governance arrangements as part of annual VFM assessment and Annual Report.</p> <p>Annual review of constitution. Decision-making processes, with clear schemes of delegation, are transparent, regularly reviewed, clearly followed and understood, enabling decision-makers to be held to account effectively. Evidence of the decisions following good public law decision making principles (reasonableness, proportionality, fairness, etc.).</p> <p>Review of governance reports from other authorities undertaken and reported to CMT.</p> <p>Review of Grant Thornton reports on Lessons from Public Interest Reports and other Interventions, and the Council’s Corporate Peer Challenge (CPC) Report and action plan reported to Audit Committee.</p> <p>Whistleblowing policy and monitoring of whistleblowing claims.</p> <p>Quarterly meeting of CEO, CFO and MO. Statutory officers work effectively together and have a voice for key decisions.</p> <p>Regular meetings between CEO and Political Group Leaders.</p> <p>Annual monitoring report of elected member complaints considered by Standards Committee.</p> <p>Quarterly meetings with External Auditors and CEO, CFO, MO.</p> <p>2 weekly meetings between Head of Internal Audit and Head of Finance and Assurance (HOF&A). Quarterly meetings with Internal Auditors and CFO and HOF&A.</p>	Current Score			Amber ↔	AGS process going forwards to include more information regarding the culture and behaviour of the organisation.	Ongoing
				4	2	8			
				Target Score			Amber	<p>Review of scrutiny function following BVI Thurrock, and the training given to members to support the function.</p> <p>Review of Councillor training and development programme.</p> <p>New relevant guidance / publications on the agenda for stat officer meetings to discuss any actions needed</p> <p>Implement refreshed whistleblowing policy once approved by Standards Committee</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>February 2025</p>
3	2	6							

No.	Risk Cause and Effect	Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline			
14	<p>Inability to improve health outcomes in Walsall.</p> <p>Health recovery from the pandemic in a time of public sector resource constraint, cost of living challenges and climate change, is linked to the reductions in life and healthy life expectancy we are now seeing nationally and locally.</p> <p>The Office for Budget responsibility highlights health-related inactivity in the labour market (and aligned NHS cost pressures) as one of the country's largest fiscal risks.</p> <p><i>The effect of an inability to mitigate this risk will be an increased pressure on health and social care services (both children and adults) and reduced economic growth. With pressures growing on acute services, preventative spend is also reducing.</i></p>	<p>Healthy and Well</p> <p>Director of Public Health</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> Ongoing work with health partners to make best use of local resource to address health priorities (e.g. joint delivery/commissioning discussions with NHS partners) Plans to put in train "health in all policies" approach in the council Walsall Connected services supporting individuals in financial difficulty to access council services, and wider debt work being undertaken. Further work needed to support our most vulnerable individuals in the borough Prioritisation within public health workstreams of biggest risks to health/particular groups most at risk: best start in life, tobacco, alcohol, diet (food plan), mental wellbeing, air quality/sustainability Good links between health partners and housing partners, employment and skills partners, regeneration 	Current Score			Red	<p>Wider consideration of supporting our communities with cost-of-living challenges and poverty, including consideration of health inequalities in Walsall.</p>	March 2025			
				4	5	20						
							Target Score			Red	<p>Need to consider a left shift in our corporate spend across the authority – to ensure priority is given to preventative spend, acknowledging the challenge of demand, and increased consideration of the need for universal or targeted services</p> <p>Cross-directorate support needed for embedding "health in all policies approach" and best start in life, tobacco, alcohol, food focused, mental wellbeing and air quality/sustainability workstreams. Practical action and impact both need to be considered including health harm.</p> <p>Need to consider mitigating commercial impacts on poor health through robust local policy, e.g. re advertising, alcohol and wider</p> <p>Regeneration plans should have improving health at centre of ambitions – e.g. through Place Based Strategy work, including all regeneration activity across the Borough, including Healthy Levelling Up</p> <p>Update 02/12/2024</p> <p>An update on all key areas of action above is given below, with a full report going to Audit Committee in February 2025 for this risk.</p> <p>Addressing health inequalities is an ongoing partnership endeavour driven through the Walsall Together Population Health Management, Wellbeing and Inequalities group and newly forming Undeserved communities strategic forum from a Black Country perspective (merging Asylum Seeker and Refugee Health and Health Inequalities fora), as well as</p>	3
						Ongoing						

No.	Risk Cause and Effect	Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline
								<p>being key to the work of the range of anchor organisations in Walsall. We are just piloting a new Equality and Health Impact Assessment tool (replacing the EqIA process for Walsall Council) as a means of considering health equity specifically alongside wider inequalities that may be addressed or exacerbated by key policy and strategy decisions made by the council. This is being piloted as part of the budget savings proposals process, and will likely need further refinement, and work to ensure that health is not only a consideration, but that we consider how we can maximise health benefits through the work that we do as a council, but also with partners.</p> <p>Ensuring adequate spending on prevention is an area of ongoing challenge, not only in Walsall, but nationally. Impower are currently working with the Council on a number of strategic programme areas linked with Adult and Children's Social Care, Public Health and Resilient communities. The Community Prevention (demand management) strand of this work includes mapping of preventative spend across the council, with a view to providing recommendations linked to gaps/areas for improvement. The public health team are also meeting with CIPFA specifically on their wider work around the prevention agenda. Further, the Portfolio Holder for Health and Wellbeing has written to the Secretary of State for Health and Social Care regarding the issue of the objectively unfair allocation of Public Health grant to Walsall. The outputs of these activities can be fed into the budget process for 2026/27.</p> <p>The Director of Public Health's annual report for 2024 is due to be published in December 2024, and has a focus on the key preventable causes of ill-health – namely: tobacco, food, alcohol and physical inactivity. It contains a number of key partnership recommendations for these areas, which will be taken round for consideration via DMTs,</p>	

No.	Risk <i>Cause and Effect</i>	<i>Lead</i>	Existing Controls and <i>Assurances</i>	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline
								<p>alongside the other topics mentioned in this action. The report is being presented to CMT on 28th November 2024.</p> <p>There are plans for a review of our corporate advertising policy in 2025, which will include Public Health input. However, the leadership role of the council on this agenda with wider partners is also a critical one. There are live discussions currently about the updating of the Cumulative Impact Policy for the borough (linked with alcohol related harm) and also opportunities being sought to improve and protect health through the developing Street Trading Policy, with further opportunities linked to the review of markets etc.</p> <p>The consideration of health through our regeneration plans is part of ongoing internal work and discussions, with links also having been made with the Walsall Together partnership, regarding possibilities around the Creative Industries Centre linked with creative health.</p>	

No.	Risk <i>Cause and Effect</i>	<i>Lead</i>	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions/Planned Mitigations	Deadline
	<p>borough (including senior management) – this means we are at risk of not being able to benefit from diverse views, ideas or decisions making that accurately reflects our diverse residents and ultimately provides improved services.</p> <p><i>The impact can cause reduced productivity, increased turnover of staff, increased sickness levels and reduced performance in role.</i></p>							<ul style="list-style-type: none"> • Series of activities directed at managers to improve team management. <ul style="list-style-type: none"> - Introduction of Operational Management network group. - Introduction of short lunchtime sessions for managers. • Introduction of Management Induction module. <p>e)</p> <ul style="list-style-type: none"> • Employee networks launched and to be monitored through the Workforce Equalities Board. • Workforce Equalities Board to monitor the Social Care Workforce Equalities Improvement Programme. • 'Voice from Within' launched to capture EDI concerns across the organisation. Monitoring of concerns now required to track issues being raised and ensure resolution. • Inclusive Recruitment team will be linking with the community and local events to raise the profile of the Council. 	<p>01/11/24</p> <p>Ongoing</p> <p>01/09/25</p> <p>Ongoing</p> <p>01/04/25</p>