

22 FEBRUARY 2022

Risk Management Update

Ward(s): All

Portfolios: All

Purpose: For Information

1. Aim

This purpose of this report is to update Audit Committee with regards to recent risk management activity, and the update of the Strategic Risk Register (SRR).

2. Summary

2.1 Recent risk management activity has been carried out to refresh the SRR and ensure it contains the current risks facing the council.

2.2 Internal Audit, together with officers from finance and insurance & loss control services worked with Executive Directors and Directors from across the council to update the risks, controls and assurances in place.

2.3 CMT reviewed the SRR at their meeting on 20th January 2022. No changes have been made to the risks, only updates to the controls. However, in that meeting, CMT requested that the impact of inflation, the associated risk to Walsall residents and the impact on council services be considered as a potential new risk. An appropriate lead officer will be identified to undertake the initial review to confirm the scale of the risk and confirm if it's appropriate for inclusion in the directorate and / or strategic risk registers.

3. Recommendations

3.1 That Audit Committee note and comment on the updated Strategic Risk Register at Appendix 1.

4. Report detail - know

4.1 This report seeks to provide an updated Strategic Risk Register including the controls associated with these risks.

Updated Strategic Risk Register

4.2 Strategic risks are reviewed on a six monthly basis, and as at November 2021 all strategic risks have had their existing controls and future actions reviewed and updates have been provided where necessary, with a summary of these set out in the table below.

Risk	Risk Description	Lead Directorate	Outcome	Updated "current" score	Previous "current" score	Trend
1	Threats to the Economic Growth of Walsall are not identified and mitigated, together with opportunities for sustainable growth being missed	EE&C	Risk and controls reviewed and updated	16	16	↔
2	The Proud Programme does not achieve the outcomes and benefits required to ensure that available resources are directed to deliver the greatest outcomes for the community	R&T	Risk and controls reviewed and updated	12	12	↔
3	Partnership relationships with other sectors and our major suppliers fail to deliver on shared objectives and therefore outcomes for the community	ASC	Risk and controls reviewed and updated	12	12	↔
4a	The council is unable to maintain statutory service standards to support the most vulnerable in society	CS	Risk and controls reviewed and updated	9	9	↔
4b	Adult Social Care risk of being unable to maintain service standards to support the most vulnerable in society is ongoing	ASC	Risk and controls reviewed and updated	16	16	↔
5	External Changes in Political and/or legislative environment including ongoing impact of Covid-19	R&T	Risk and controls reviewed and updated	6	6	↔

Risk	Risk Description	Lead Directorate	Outcome	Updated "current" score	Previous "current" score	Trend
6	There is a lack of community cohesion and resilience placing increased pressure on public sector resources	EE&C	Risk and controls reviewed and updated	8	8	↔
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	R&T	Risk and controls reviewed and updated	16	16	↔
8	Risk of Cyber Security attacks	R&T	Risk and controls reviewed and updated	15	15	↔
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	R&T	Risk and controls reviewed and updated	16	16	↔
10	Failure to deliver key services in the event of significant business interruption, including services delivered by contractors and partners	EE&C	Risk and controls reviewed and updated	12	12	↔

4.3 The table also highlights that there have been no changes to the overall risk scores between the last review as at May 2021 and the current review as at November 2021, however this is in line with expectations as out of the 10 strategic risks, 2 risks (risks 4a and 5) are already at their target score, 2 risks (risks 9 and 10) were only incorporated at the update in May 2021 with initial actions being implemented, and the remainder have ongoing actions / a number of actions which are scheduled

to be completed during 2022 which should then have an impact on their risk scores.

4.4 Audit Committee are asked to note that internal risk management support has identified that there are currently no risks in relation to fraud in either individual directorate risk registers (DRR's) or within the SRR. Work is currently underway (supported within the corporate fraud management contract in place with Solihull council, and in line with the actions set out within the Counter Fraud and Corruption Response Plan reported to Committee) to undertake fraud risk assessments with each directorate to identify potential fraud related risks and existing controls. This will then lead to the incorporation, as appropriate, of any individual fraud related risks in to DRR's, alongside identification of any further specific fraud awareness / fraud training that may be useful, and will also allow for review of the need for any potential escalation to the SRR.

4.5 The updated risks are attached in full at **Appendix A**.

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 Corporate 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 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.

Author:

Sarah Knowles, Internal Audit Manager, ✉ sarah.knowles@mazars.co.uk

Officer Contacts:

Lloyd Haynes, Deputy Head of Finance – Corporate, ☎ 01922 652340, ✉

lloyd.haynes@walsall.gov.uk

Vicky Buckley, Head of Finance, ☎ 01922 652326, ✉ vicky.buckley@walsall.gov.uk

Strategic Risk Register 2021/22



December 2021

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
1	<p>Threats to the Economic Growth of Walsall are not identified and mitigated, together with opportunities for sustainable growth being missed.</p> <ul style="list-style-type: none"> Continued uncertainty as to the ongoing effects of the Covid-19 pandemic. Any loss of EU funding not compensated for by domestic funding changes. Resultant economic uncertainty weakens the investment market and the opportunities for our residents to secure sustainable employment. Business Rate income under threat as a result of weakening markets and reducing business confidence. Change in shopping habits threatening town and district centres. Insufficient land available for development. Insufficient funding to bring all brownfield land back into the market place. The end of the Local Growth Fund (LGF) and lack of clarity over the release of phase 2 of the Land & Property Investment Fund (LPIF) by the WMCA. Lack of clarity over new Government replacement funding allocations to the BCLEP, e.g. the introduction of the UK Shared Prosperity Fund (UKSPF). Black Country Enterprise Zone funding could be available to support regeneration activities. 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 next generation.</i></p>	<p>Economic Growth</p> <p>Executive Director Economy, Environment & Communities</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> Reviewing investment options for development sites. Economic Growth Programme continuing to March 2023. Strategies and Policies in place. Single Accountable Body status implemented from Feb 2020. <p><i>Assurances:</i> Government has issued the Future High Streets Fund and the Town Deal and the Levelling up fund. Walsall has secured £11.4m from FHSE, has been allocated £41.6M from the Town Deal pot, and is preparing proposals for Round 2 of LUF.</p> <p><i>Site Allocation Document and Area Action Plan adopted by Walsall Council.</i></p> <p><i>So far £94million has been approved for Walsall from the LEP's LGF and LPIF programmes including the remediation of Phoenix 10.</i></p> <p><i>Pipeline development plan has been developed and addressed through close working with Combined Authority and LEP.</i></p> <p><i>Delivery of Town Centre Masterplan will address vulnerability of town centre economy</i></p>	<p>Current Score</p> <p>4 4 16</p>		<p>Red</p> <p>↔</p>	<p>1) We continue to engage with central government funding streams including the latest brownfield funding and the new Levelling Up Fund.</p> <p>2) Continued promotion of investment opportunities in a range of media, including Walsall Town Centre and Junction 10 cluster as priorities in West Midlands Investment Prospectus.</p> <p>3) Walsall Council officers continue to manage the single financial model for all BC Enterprise Zone funding.</p> <p>4) Staff continuing to participate in local and national EU Exit forums, bringing best practice advice to Walsall businesses.</p> <p>5) Developing the transformative town centre Connected Gateway scheme and Town Deal projects which contribute to the repurposing of the town centre and diversification of the economy.</p> <p>6) 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.</p> <p>7) Work with CA and partners to identify and bring forward employment sites and include within investment propositions for the town.</p> <p>8) Develop pipeline projects and secure support to resource this.</p>	<p>Ongoing</p> <p>March 2022</p> <p>February 2023</p> <p>March 2022</p> <p>March 2025</p> <p>March 2022</p> <p>March 2023</p> <p>December 2022</p>	
				<p>Target Score</p> <p>3 3 9</p>		<p>Amber</p>			

Strategic Risk Register 2021/22



December 2021

No.	Risk	Corporate Goal	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline		
	<i>Cause and Effect</i>	Lead									
2	<p>The Proud Programme 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; IT infrastructure does not support change; Directorates and Services work in disparate way; The organisation does not have the skills or expertise required to deliver change; The programme is not focused on the right changes or stretching enough to achieve the targets and outcomes identified; or very stretching, but without the required infrastructure to deliver this. Lack of capacity to deliver change. 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.</i></p>	ALL Executive Director Resources and Transformation	<p>Existing Controls:</p> <ul style="list-style-type: none"> Proud Programme Governance arrangements approved and in place for WPP Board, Commercial Group, Business Design and Technical Design Authorities. Information published on Inside Walsall Proud pages. Proud Programme Work Streams (7 Work Streams) established with CMT Sponsor and Work Stream Lead governed by Work Stream Steering Group (one for each Work Stream) and Programme Management from Proud PMO. Programme definition baselined and roles and responsibilities approved. Standard programme and project management processes now in place to track progress against plan, manage resources and risks. A Programme Implementation Plan now exists which Proud Board can review to see dependencies and progress against plan supported by Proud Programme Office. Proud Promises: Customer, Employee and Efficiencies being tracked by Highlight reporting on each Work Stream. Work Force Strategy approved and being implemented taking account of findings from Employee Survey. Additional Employee Surveys undertaken (2 on Covid Working from Home) and a full employee survey completed September 2021. WPP workstream delivery aligned to services through the development of service transformation plans which is the delivery vehicle through which a 	Current Score		4	3	12	Red ↔	<p>1) Via the Programme Implementation Plan a resource profile has been produced to identify skills and capacity required to deliver the Programme activity. This was approved at May WPP Board and recruitment will commence.</p> <p>Resource requirements will continue to be monitored as transformation projects continue to be developed.</p> <p>2) The programme has been baselined as at May 2021. Change Control will be invoked to endeavour to maintain alignment to the Programme Plan. As part of the review of resources required to support the change programme, a business case was approved at the May Board to create a Centre of Excellence for Change and to rename the Proud PMO to the Transformation and Change Team with a Head of Service post responsible for the whole team, and the creation of a Change Programme Manager to co-ordinate good practice activity as well as the change capacity needed for the business.</p>	Ongoing March 2022
Target Score		4	2	8	Amber	Approved at May Board – plan to be drawn up for implementation. Head of Service appointed November 2021 Temporary recruitment undertaken to address priority needs, CCoE in place by April 2022					

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			<p>balanced 2021/22 budget and MTFO will be achieved.</p> <ul style="list-style-type: none"> • Skills and knowledge transition from PwC to Proud PMO completed. • Regular reporting on benefits delivery via Commercial Group and Board, and Cabinet / CMT. • 2021/22 to 2023/24 Budget approved by Council, identifying £54m of benefits compared to £65m required over the 3 year period • WPP scope documented and diagrams represent the Work Streams, ownership and processes. Three Proud Promises are owned by the Programme: Customer within CAM Work Stream, Employee within Enabling Communications and Culture, and Finance across the whole programme by the PMO. • Proud Communications releases regular updates on achievements and progress • Refreshed risk register completed. <p><i>Assurances:</i> Monthly oversight by CMT of Proud Programme.</p> <p>This risk will remain red for the current financial year due to the impact of Covid-19.</p>						

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	<i>Cause and Effect</i>	Lead							
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 Adult Social Care</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: Quality Audit and Monitoring Resources in Adult Social Care. 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) Re-commissioning of the ASC community based services (CBS) Framework to ensure the procurement exercise is completed in a timely manner, alleviating the need for a transitional contract. Re-imagining Home Care on our Service Transformation Plan with this action linked to action 2. 6) Strategic Procurement function to be developed in the Council Hub. 	<p>April 2022</p> <p>April/May 2022.</p> <p>2022</p> <p>Dec 2021 subject to end of COVID</p> <p>Framework in place and Transitional contracts agreed by Cabinet 12.02.2020 with all aligned to March 2023</p> <p>Delay due to Covid-19. New timeline to be established by sub group.</p>

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	<i>Cause and Effect</i>	Lead									
4a	<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. <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 term harm, poor outcomes and of becoming perpetrators themselves. 	<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. 	Current Score		3	3	9	Amber ↔	<p>1) QA Framework embedded and in place for social care, early help and youth justice. Now being rolled out through Access and Inclusion</p> <p>2) Managers equipped to manage demand in their teams/service area with the introduction of new Performance Dashboards and Power BI reports across the service – <i>ongoing programme of roll-out and development</i></p>	<p>March 2022</p> <p>March 2022</p>
				Target Score		3	3	9	Amber	<p>3) Ensure that the code of practice is fully implemented and all requirements are met as per the SEND WSoA.</p> <p>4) SEND Local Offer and new Early Help webpages have been launched. Remaining pages are being reviewed and updated</p> <p>5) Ofsted action plan is being implemented in response to the recent inspection and the recommendations made.</p>	<p>March 2022</p> <p>May 2022</p> <p>December 2022</p>

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	<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. • 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. 		<ul style="list-style-type: none"> • 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. • 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. <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 						

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			<ul style="list-style-type: none"> <i>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.</i> 						

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	<i>Cause and Effect</i>	Lead							
4b	<p>Adult Social Care The risk of being unable to maintain service standards to support the most vulnerable in society is ongoing.</p> <p>Safeguarding demand continues to be prioritised and referrals screened and progressed to a safeguarding enquiry where appropriate. Immediate risk management plans are put into place where possible, with the aim to reduce risk and immediate visits scheduled where the risk is to be considered high or further information is needed to be obtained to ensure the welfare of the citizen.</p> <p>Whilst the numbers of safeguarding referrals remains in line with 2020, the complexity of situations is apparent. There is an increase of referrals relating to self-neglect and this is an area of focus and key priority for the safeguarding partnership. ASC lead of this partnership priority.</p> <p>During the Coronavirus pandemic and now we continue to see challenges in the social care sector in the ability to recruit care staff into the social care market. This places additional pressure on the Local Authority to meet eligible assessed need, and strive to keep people living in their communities for as long as possible.</p> <p>The Coronavirus Act 2020 has not changed adult social care's statutory duties in this regard. ASC continue to work within the statutory duties outlined in the Care Act 2014, and other legislative frameworks including the Mental Capacity Act, Mental Health Act and human Rights Act.</p>	<p>People</p> <p>Executive Director Adult Social Care</p>	<p>Existing Controls</p> <ul style="list-style-type: none"> • Issued updated practice guidance in April 2020 and continue to issue key safeguarding multi-agency messages from the Walsall safeguarding partnership to all staff on a weekly or bi-weekly basis. • Good relationships with safeguarding partners is supported by appointment of Head of Service as strategic lead for safeguarding. • Staff are evidencing embedding of strengths based practice and defensible decision making which is evident through internal and multi-agency adult activity. • Making safeguarding personal and working with individuals to achieve good outcomes remains a strength in safeguarding practice. • Ongoing monitoring of demand and capacity to ensure this activity is prioritised and resourced appropriately. Additional agency staff supporting access team following an increase in safeguarding concerns being raised. • Launch of all age exploitation pathway on 18th September 2020 supports best practice in this area. • Launch of new risk enablement tools April 2020 to evidence decision making rationale in response to safeguarding concerns. • Clear learning and development offer in place to ensure all staff are upskilled and able to meet the needs of the citizens and achieve best practice outcomes. • Self-Neglect pathway has now been approved for launch early 2021 with 	<p>4</p>	<p>4</p>	<p>16</p>	<p>Red</p> <p>↔</p>	<p>Safeguarding remains a key priority and statutory duty within the Care Act for the local authority.</p> <p>We continue to have a safeguarding lead and advanced practitioner who support the wider directorate needs and lead on partnership work with the head of service to strengthen the offer for citizens and communities.</p> <p>We continue to work in partnership with the Walsall safer partnership to address challenges such as exploitation, violence reduction and domestic violence.</p> <p>A programme of transformation will consider the business needs through the CAM workstream, but also look to how we can strengthen adult safeguarding.</p> <p>This could be achieved through the development of a Multi-Agency Safeguarding Hub (MASH) which would strengthen the service, together with encouraging closer relationships and best practice with our partners.</p> <p>Information sharing systems (MAST/Graphnet) continue to be developed which would enhance existing systems.</p>	<p>Timeline for CAM outside of ASC control, first stage of new telephone systems now operational.</p> <p>“Front door” new arrangements to be proposed by April 2022</p> <p>MAST – TBC, some slippage due to partner agencies. Likely to be implemented April 2022.</p>
				4	2	8	Amber		

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			<p>a more robust pathway, and support for practitioners and the safeguarding partnership.</p> <p><i>Assurances:</i></p> <ul style="list-style-type: none"> ✓ Ongoing programme of internal and multi-agency audits in place to provide assurance and inform action plans. ✓ Staff supervision and management oversight of case work ✓ Oversight from the safeguarding partnership through forums such as practice quality assurance meeting. ✓ Reporting to the quality and safety committee safeguarding activity and actions to offer mitigation where appropriate. 						

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	<i>Cause and Effect</i>										
5	<p>External Changes in Political and/or legislative environment including ongoing impact of Covid-19.</p> <ul style="list-style-type: none"> • <i>Brexit</i> • <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> <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>EU Exit – Trading Standards - Impact both short, medium and long term on Trading Standards - their portfolio of enforcement responsibilities is almost certainly the largest and most varied in local government and even small changes in law or guidance are difficult to keep up with especially against a back drop of local, regional and national shortfall of officer and specialist resource unprecedented in modern times.</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 Corporate Plan. • Reshaping of transformation programme approved – WPP • Member of the WM Brexit Commission providing regular updates linked in with central government. • Developed the Local industrial strategy for the WM to support industries post Brexit. • Pooled 50% of government funding alongside other WM authorities given to WMCA to support people and business. • Part of the WM local resilience forum watching brief on emergency planning. • CMT review of Strategic Risks (quarterly) • Formal horizon scanning exercise at least annually for emerging risks, to ensure that ongoing activity feeds the processes and formal proactive action plans are in place when is most efficient and effective to do so. • Member of the Brexit MHCLG group, reporting on a weekly basis of concerns and issues, such as resource issues for Trading Standards. <p><i>Assurances:</i> Management mechanisms in place – no unexpected or unforeseen changes in last 12 months. Peer Review 2017</p>	<p>3</p>	<p>2</p>	<p>6</p>	<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>Ongoing</p>		
				<p>Current Score</p>							
				<p>Target Score</p>							
				<p>3</p>	<p>2</p>	<p>6</p>	<p>Amber</p>				

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December 2021

No.	Risk	Corporate Goal Lead	Existing Controls and Assurances	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline				
6	<p><i>Cause and Effect</i></p> <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. Brexit - Support for residents around status and access to services. COVID-19 impact on inequalities. <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 <p><i>Assurances:</i> "Substantial" assurance from internal audit work 2019/20 on Community Safety</p>	Current Score				4	2	8	Amber ↔	<p>1) The Walsall for All programme now to focus on building a sustainable solution to allow for the work of the organisation to continue. This is expected to be delivered through a combination of MHCLG/Lottery and the Public Sector within Walsall. The future shape and leadership of Walsall for All is not yet clear but should be resolved in December 2021.</p> <p>2) 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.</p> <p>3) Support the Walsall for All Pledge and Race Charter</p>	Ongoing
				Target Score				4	1	4	Amber		

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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and <i>Assurances</i>	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
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> <ul style="list-style-type: none"> • Demand increases in statutory services; • Unforeseen expenditure via a fine or extraordinary event; • Failure in budget management across multiple departments; • Ongoing costs of Covid-19 (without government support) – additional costs and loss of income, impact on collection fund, impact on economic growth and jobs leading to increased demand for council services • Financial risk / uncertainty of exiting the EU and impact on costs of materials to provide services, costs of staffing, economic impact on jobs and potential increased demand for council services • Lack of certainty around funding. • Failure of the Combined Authority (CA) to secure appropriate financing of the investment programme; and decision to continue with the programme as is. Consequently Council cannot meet its financial obligation to the CA (underwriting). <p>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 lack of achievement from current plans, which would impact services and result in reputational damage. Any ongoing impact of Covid, without further government support) would also impact on this situation, for instance with the risk of s114 in future years.</p>	<p>Communitie s</p> <p>Executive Director Resources and Transformation</p>	<p>Existing Controls:</p> <ul style="list-style-type: none"> • Robust financial planning and budget monitoring processes • Service Transformation Plans produced and Revenue Budget approved by Council February 2021 covering 2021/22 to 2023/24. • Regular reporting of financial performance to Cabinet and Scrutiny. • Transformation Programme with clear links to savings targets in most cases. WPP beginning to deliver despite redirection of significant resource to support Covid-19 response. • WPP resource and investment plan refreshed. • CEO/CFO/DOF Monthly meetings include review of financial performance and savings realisation. • Annual report to Council by CFO on robustness of the Budget Estimates and Adequacy of Reserves. • Comprehensive financial risk assessments in place as part of budget setting process. • Adequate corporate reserves and provisions to manage unforeseen financial issues. • Service demand trackers in place in ASC and Children’s to monitor, report on and manage volatile areas of demand (care packages, LAC, etc). • Silver/Gold governance to manage Covid-19 response – including approvals for Covid-19 spend. • Weekly reporting of finances in sitrep to Gold. • Frequent reporting corporate financial performance to Cabinet. • 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. • 2020/21 outturn was balanced with reserves intact. 	<p>Current Score</p> <p>4 4 16</p>		<p>Red</p> <p>↔</p>	<p>1) Finalise delivery plans for red 21/22 savings and red and amber 22/23 savings included within the balanced budget.</p> <p>2) Review and impact analysis of expected funding announcements: settlement mid December</p> <p>3) Continue with meeting attendance and quality briefings of WMCA Walsall officers to the CEX and Leader, so decisions from a Walsall Council position that are considered too high risk can be dealt with at WMCA Board.</p> <p>4) Update on the Action plan to be presented to Cabinet regarding implementation of outstanding requirements in relation to CIPFA’s Finance Management Code.</p>	<p>February Cabinet & Council 2022 – for inclusion in budget report</p> <p>When published</p> <p>Ongoing</p> <p>February 2022</p>	
				<p>Target Score</p> <p>3 3 9</p>		<p>Amber</p>			

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December 2021

No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and <i>Assurances</i>	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
			<ul style="list-style-type: none"> • 2021/22 Budget and reserves include provision for Covid-19 impact. • Brexit impact risk assessed and potential impact included in reserves assessment. • Strategic Investment Board implemented to manage use of capital resources and ensure robust investment decisions in place. <p><i>Assurances:</i> Annual review of MTFS and savings tracker by Finance, CMT and Cabinet.</p> <p><i>Covid-19 financial register and risk register implemented and updated and reported weekly to Gold.</i></p> <p><i>Attendance of Walsall officers and members at key Boards and Groups within the WMCA Governance structure, including Programme Board, Investment Board, s151 Working Group, Land & Housing Board etc.</i></p> <p><i>Annual Internal Audit of core financial systems.</i></p> <p><i>External audit conclusion on the council's arrangements for securing value for money.</i></p> <p><i>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.</i></p>						

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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and <i>Assurances</i>	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 which would necessitate IT services being withdrawn whilst remedial work is undertaken to restore systems, then it 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). ICT security roadmap, the engagement with Microsoft has concluded and a small 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, Janet (Internet service provider), NCSC, WARP and Government Security group. Staff training including mandatory IG accreditation. Regular updates and reminders to staff through Inside Walsall. Banner alerts inside emails to remind staff not to open unsolicited attachments. <i>Assurances:</i> <ul style="list-style-type: none"> Continue audits via Internal Audit. Quarterly Cyber Security Report presented to CMT. 	5	3	15	Red ↔	The Microsoft Cyber project is complete, and work is now ongoing to tailor the tools to the needs of the council. There is planned activity to run a Phishing simulation test.	Task complete, improvement will be continuous going forward. Task complete, any colleague who fell victim to the fake attack is receiving further training
				3	3	9	Amber	IG Training is an annual requirement to comply with NHS Digital Cyber team created and role is developing. Multi-factor Authentication enabled on all accounts (only activates if unusual activity is noted) Ensure our backup and restoration regime meets both NCSC and Microsoft recommendations Simulated attack using NCSC exercise in a box	Training regime established Task complete January 2022 January 2022 Mar 2022

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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and <i>Assurances</i>	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 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 <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 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>	Current Score				4	4	16	Red ↔	<p>1) We continue to raise awareness of any identified risks throughout the council</p> <p>2) All staff are required to complete the annual mandatory training which contains the key requirements</p> <p>3) We continue to support services with new initiatives and ways of working</p> <p>4) Procedures, standards and guidance continues to be implemented and updated through FIGA</p> <p>5) The IG Team are working on a full electronic document records management system which looks to resolve current manual records noncompliance issues</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) Increased attendance at CMT to ensure key messages and awareness is shared</p>	<p>FIGA Meets regularly and is represented by Information Champions</p> <p>This is an annual requirement December 2022</p> <p>Engagement with ICT and Technical Design Authority which meets weekly</p> <p>Information Governance Policy reviewed annually</p> <p>Business Case developed April 2022</p> <p>FIGA monthly</p> <p>Quarterly attendance at CMT with report on Cyber</p>
				3	3	9	Amber						

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			<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>8) Regular attendance at SMG meetings to support the sharing of awareness and lessons learnt</p>	<p>Bi monthly</p>

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No.	Risk <i>Cause and Effect</i>	Corporate Goal Lead	Existing Controls and <i>Assurances</i>	Impact	Likelihood	Risk score	Status & Trend	Further Actions	Deadline
10	<p>Business Continuity Management</p> <p>Failure to deliver key services in the event of significant business interruption, including services delivered by contractors and partners.</p> <p>Potential causes include loss of:</p> <ul style="list-style-type: none"> key staff (skills, knowledge and/or capacity); telephone systems; ICT system; buildings; and utilities. <p>Potential effects include failure to:</p> <ul style="list-style-type: none"> provide essential services to vulnerable residents; maintain essential infrastructure; pay staff, suppliers, and contractors; communicate internally and/or externally; and meet constitutional requirements. 	<p>ALL</p> <p>Executive Director Economy, Environment & Communities</p>	<p>Existing Controls:</p> <p>The Council's business continuity strategy includes the following:</p> <ul style="list-style-type: none"> A Business Continuity section should be included in all Service's 'Programmes of Work' to ensure that their Business Continuity Plans are reviewed on a biannual basis. Implementation of Business Continuity Management within Walsall Council is being led by the Resilience Team. A detailed project monitoring sheet will be maintained and updated by the Resilience Team for each Directorate. A programme of awareness, validation and audit of all Business Continuity Plans exists to verify the arrangements and review the assumptions upon which the BCP was written. Each Team/Service within will be required to maintain a Business Continuity Plan, including a Business Impact Assessment to identify and prioritise their functions, back up locations and Action Cards detailing required resources <p>Further details can be found here: http://int.walsall.gov.uk/Service_information/Resilience_Unit/Business_Continuity_Management</p> <p>Assurances:</p> <p>The strategy includes a programme of awareness, validation and audit of all BCPs to verify the arrangements and review the assumptions upon which the BCP was written.</p>	<p>Current Score</p> <p>4 3 12</p>			<p>Red</p> <p>↔</p>	<p>1) Internal audit of business continuity arrangements</p> <p>2) Review and update of business continuity strategy</p> <p>3) Training for all senior managers on revised strategy.</p> <p>4) Updating of business impact assessments and recovery plans, in line with revised strategy.</p> <p>5) Exercising ok key plans (prioritised by business impact assessments)</p>	<p>November 2021</p> <p>December 2021</p> <p>January 2022</p> <p>March 2022</p> <p>October 2022</p>
				4	2	8	Amber		

Risk Management Quick Guide

Current (C) – with the current controls/mitigations

Target (T) – the score that brings the rating to within appetite for the risk.

Direction of Travel (Trend):

↓ Risk score reduced ⇔ no change to risk score ↑ risk score increased

Risk appetite level – Risks above this level will need particular resources and focus

Risk Matrix

I M P A C T	5 Catastrophic			8C		
	4 Severe			2C	4bC	
				3C	1C	9C
		6T	2T	10C	7C	
			3T	10T		
			4bT	6C		
3 Material			1T			
			9T			
			8T			
		5CT	7T			
			4aCT			
2 Minor						
1 Negligible						
	1 Rare	2 Unlikely	3 Possible	4 Probable	5 Almost Certain	

Risk acceptance level (activity below which attracts minimum effort and resources)

LIKELIHOOD

Risk Ratings: 1 – 4 = low risk (Green) / 4 – 10 = medium risk (Amber) / 12 – 25 – high risk (Red)

Likelihood and Impact guide.

Likelihood			Impact		
Score 1-5	% chance	Time Frequency	Score 1-5	Disruption to Services and/or Residents affected or aware	Budget
1 Rare	< 10%	Rare occurrence	1 Negligible	Minor disruption to services <i>Up to 5%</i>	>1%
2 Unlikely	10 - 30%	Once in 5 years	2 Minor	1-2 weeks <i>Up to 10%</i>	>5%
3 Possible	30-60%	Once 2 years	3 Material	Up to one month <i>Up to 25%</i>	5-10%
4 Probable	60-90%	Once a year	4 Severe	1 – 3 month <i>Up to 50%</i>	10-20%
5 Almost Certain	> 90%	within 6 months	5 Catastrophic	Over 3 month <i>Over 50%</i>	20%