

Strategic Assurance Map – June 2019

Risk Ref	Risk Title & Description	Current Score	Types of Assurance			Gaps in Assurance / Risk Exposure
			External/ Independent (Third Line of Defence)	Risk and Compliance (Second Line of Defence)	Operational and Management (First Line of Defence)	
4	<p>Children's Social Care</p> <p>If the council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children's Trust addresses the areas of poor or inconsistent performance, as outlined by Ofsted, with rigour and pace, then the council will fail in its responsibilities to:</p> <ul style="list-style-type: none"> Safeguard vulnerable children Promote and improve the outcomes of children in its care Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it Improve the continued adverse affect on the council's reputation. 	12 Red	<p>LGA Corporate Peer Review and follow up review 2018 and January 2019</p> <p>Ofsted inspection and report January 2018</p> <p>Statutory Direction- 6 October 2016</p> <p>Ofsted quarterly monitoring visits and letters</p> <p>Final update report from the Children's Commissioner to the Secretary of State- July 2018</p> <p>LGA Peer Review Sandwell Children's Local Safeguarding Board June 2016</p> <p>Ofsted inspection of children's services – Spring 2020</p>	<p>Reports to the Improvement Board</p> <p>Service Delivery Contract and Performance Management Framework between SMBC and the Trust</p> <p>National performance indicators and local measures in relation to social care</p> <p>Sandwell Local Safeguarding Children's Board Annual Report</p>	<p>Director's Assurance Statement</p> <p>Reports to the Strategic Partnership Board</p> <p>Reports to the Operational Partnership Board</p> <p>Independent Reviewing Officer function</p> <p>Rolling programme of audits of case files as part of the quality assurance framework</p>	<p>The main source of assurance for this risk currently continues to be the Ofsted monitoring visits and the Improvement Board alongside the Strategic Partnership Board. To date, the overall direction of travel appears positive.</p> <p>The council has established a client function and has agreed a performance management framework to provide the necessary assurances on the Trust's ability to deliver the required improvements.</p> <p>Continual assurances from these sources will be required to ensure improvement measures are effective and sustained.</p>
4c	<p>Demand for Children's Social Care</p> <p>If the rate of demand and pressures on children's social care (experienced nationally and locally) continue to increase at the same or at a higher rate than that experienced during 2017/18, then without a national funding solution and improved children's social care services, this will have a detrimental impact on the financial resilience of Sandwell children's Trust.</p>	16 Red	<p>Ofsted inspection and report January 2018</p> <p>Ofsted quarterly monitoring visits and letters</p> <p>SCT Statement of Accounts 2018/19</p> <p>SCT external audit report 2018/19</p>	<p>Client function- Performance Management framework and Service Delivery Contract between SMBC and the Trust</p> <p>SCT business plan 2018/19</p> <p>Budget challenge meetings</p>	<p>Director's Assurance Statement</p> <p>Reports to the Strategic Partnership Board</p> <p>Reports to the Operational Partnership Board</p>	<p>The main source of assurance will be from the client function that has been established as part of the contractual arrangements between the council and the Trust. The performance management framework and the council's own monitoring arrangements of the service delivery contract with the Trust are the key elements of this arrangement.</p>
6a	<p>Emergency Planning</p> <p>If the council does not put in place effective arrangements to plan and mitigate against national, regional or local emergencies as defined by Part 1 of the Civil Contingencies Act 2004 (CCA) then this will result in:</p> <ul style="list-style-type: none"> Actual or anticipated failure to adequately protect vulnerable persons Failure to support the emergency services Loss of public confidence in the council Failure to fulfil Civil Contingencies Act responsibilities 	8 Amber	<p>Local Resilience Forum</p> <p>Cabinet Office National Capability Survey</p> <p>Counter Terrorism Training event</p> <p>Test Exercise- March 2019</p>	<p>Community risk register</p>	<p>Post incident reports</p> <p>Local incidences and emergencies such as flooding, highways, illegal encampments, etc.</p> <p>Directors' Assurance Statements</p> <p>Exercises and post exercise reports</p> <p>Training events (including multi agency response)</p>	<p>Assurances on the adequacy and effectiveness of the council's emergency planning procedures are obtained through debriefs from incidences, from the Resilience Manager and updates to the community risk register.</p>
6b	<p>Business Continuity Management (BCM)</p> <p>If the council does not develop, review, monitor and test plans and capabilities (including the resilience of its supply chains and the power supply arrangements for the data centre at the council house) that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision</p>	9 Amber	<p>School audits (confirming schools' emergency plans in place).</p>	<p>Test exercises:</p> <p>Neighbourhoods – October 2018 and July 2019</p> <p>Education- October 2018</p> <p>Adult Services – December 2018</p> <p>Resources – Q1 2019</p>	<p>Post incident reports</p> <p>Training events (including: duty director briefings)</p>	<p>Assurance on the adequacy of the business continuity arrangements in place is at present only obtained via local incidences.</p> <p>Detailed business continuity plans for critical services continue to be refined and ongoing testing will provide the key assurances in this respect.</p>

Risk Ref	Risk Title & Description	Current Score	Types of Assurance			Gaps in Assurance / Risk Exposure
			External/ Independent (Third Line of Defence)	Risk and Compliance (Second Line of Defence)	Operational and Management (First Line of Defence)	
	of council services and result in potential financial loss and loss of public confidence in the council.					
21a	<p>Compliance with the Data Protection Act 2018 (DPA 2018) and the General Data Protection Regulations (GDPR)</p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 and GDPR then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply will result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legislative action against the Chief Executive.</p>	8 Amber	<p>Audit Committee risk review October 2017 and March 2019</p> <p>Information Commissioner's Office</p> <p>Data security and protection toolkit compliance March 2019</p> <p>Internal audit review 2019/20 - Information Governance – Assurance over key controls, focussing on compliance with GDPR</p>	<p>Information Governance Board updates to the Corporate Governance Board</p> <p>Senior Information Risk Officer Annual Report</p> <p>Project risk register</p>	<p>Directors' Assurance Statements</p> <p>Information incident log</p> <p>Data security and protection training compliance</p>	Ongoing updates to the Information Governance Board in respect of the progress against the GDPR project plan provides the main source of assurance for this risk.
22a	<p>CONTEST</p> <p>Whilst the national threat level remains 'severe' there is no known significant specific or particular threat for Sandwell. If the council does not work with partners to put in place suitable arrangements with the aim of preventing terrorism and radicalisation in Sandwell then it will be unable to effectively discharge its statutory duties</p>	8 Amber	<p>Feedback from West Midlands Counter Terrorism Unit</p> <p>Counter Terrorism Local Profile</p>	<p>Reports to the Contest Board</p> <p>Reports to Channel Panel</p>	<p>Directors' Assurance Statements</p>	The current sources of assurance should continue to provide the necessary assurances on the management of this risk
27	<p>Funding and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and planned changes to the local government funding formula to be implemented in 2020. Failure to put in place the necessary processes and actions to manage these uncertainties may impact on our ability to deliver services to the people of Sandwell and our statutory responsibility to set a balanced budget.</p>	12 Red	<p>KPMG report: Report to those charged with governance (ISA 260) July 2019</p> <p>Corporate Peer Review- January 2018 and January 2019</p> <p>Internal audit review - Budgetary Control (substantial assurance)</p> <p>West Midlands Pension Fund 2017 actuarial valuation</p>	<p>Reports to Budget and Corporate Scrutiny Board</p> <p>Budget and business plans 2018/19 – 2020/21</p> <p>Annual Statement of Accounts 2017/18 and 2018/19</p> <p>Joint Cabinet Summits</p> <p>Report to Council- Budget 2019/20 – 2020/21 March 2019</p>	<p>Monthly management accounts</p> <p>Directors' Assurance Statements</p>	The current sources of assurance should continue to provide the necessary assurances on the management of this risk.
38a	<p>Health and Social Care Reforms</p> <p>If appropriate arrangements are not made to effectively manage the implications and the impact of the health and social care reforms including the Social Care Green Paper and the change in delivery from acute / primary care to social care led intervention, then the outcomes for adult social care users will be adversely affected.</p>	8 Amber	<p>Internal audit review- Sandwell Safeguarding Adult's Board (Substantial assurance)</p>	<p>Better Care Plan risk register</p> <p>Reports to Health and Social Care Programme Board</p> <p>Reports to Health and Well Being Board</p> <p>Reports to the Transforming Adult Social Care Board</p> <p>Sustainability and Transformation Plan</p> <p>Reports to Cabinet</p>	<p>Director's Assurance Statement</p>	The current sources of assurance should continue to provide the necessary assurances on the management of this risk.
40	<p>School Place Planning</p> <p>If the Department for Education is unable to provide sufficient funding and if the council is unable to identify suitable solutions to schools place planning</p>	12 Red	<p>Complaints and appeals data</p> <p>Local Government Ombudsman Annual Report</p>	<p>Place planning data</p> <p>Reports to the Schools Organisation Programme Board</p> <p>Reports to Children's Services</p>	<p>Directors' Assurance Statements</p>	The current sources of assurance should provide the necessary assurances on the management of this risk.

Risk Ref	Risk Title & Description	Current Score	Types of Assurance			Gaps in Assurance / Risk Exposure
			External/ Independent (Third Line of Defence)	Risk and Compliance (Second Line of Defence)	Operational and Management (First Line of Defence)	
	and deliver these solutions on time and to scope then it will fail to discharge its statutory duties to provide sufficient school places.			and Education Scrutiny Board December 2018		
42	<p>Cyber Security If the council does not have a co-ordinated approach and understanding of its existing cyber security controls or those available to it, together with an analysis of identifiable gaps, then this could expose the council to cyber-attack resulting in:</p> <ul style="list-style-type: none"> The inability of the council to deliver services and in particular critical services for a significant period of time The loss of personal and other corporate data Enforcement action Significant financial loss and Reputational loss 	8 Amber	<p>Certifications of PSN, PCI, etc. Annual independent ICT health check LGA Cyber exercise August 2018 Data security and protection toolkit compliance March 2019 Internal Audit review 2019/20 - ICT - Assurance over the risk management process within ICT including the management of 'Cyber Security' risk.</p>	<p>Regular updates to the Senior Information Risk Officer Monitoring of threats logged by existing technical controls Self- assessment against cyber principles</p>	<p>Directors' Assurance Statements Data security and protection training compliance</p>	The self- assessment and participation in the completion and sharing of the results from the LGA cyber survey in August 2018 will identify any gaps in the sources of assurance.
44	<p>Land Sales and Other Matters If the council does not put in place a robust system of assurance around the new and/ or updated policies and procedures that have been put in place to address the findings from the land sales, legacy land matters and other matters investigated, then it will be unable to ensure compliance with these new arrangements and evidence robust and effective corporate governance arrangements are in place across the council.</p>	4 Green	<p>Reports to the Audit and Risk Assurance Committee. Ethical Standards Annual Report – April 2018 Report to Ethical Standards and Member Development Committee – September 2018. Internal audit review 2018/19 – Grants- follow up review</p>	<p>Regular updates to the Leader Standards Committee consideration of reports Reports to Land and Asset Management Committee</p>	Directors' Assurance Statements	Ongoing work by Internal audit and updates to the Audit Committee continue to provide the necessary assurances in this respect.
45	<p>Apprenticeship Levy If the council (including schools) does not put in place effective arrangements to use the resources it will have available from the introduction of the apprenticeship levy, then it will be unable to maximise benefits and its use of resources and will miss out on the opportunities available through the fund</p>	6 Green	<p>Performance data on apprenticeships Submissions to the National Apprenticeship Service</p>	<p>Reports to the Apprenticeship Board Report to EMT- May 2018</p>	Directors' Assurance Statements	The performance against the target number of apprenticeships that need to be in place each year will provide the necessary assurances on the management of this risk.
48	<p>Vision 2030 If the council does not put in place arrangements to monitor and assure itself of the delivery against its 2030 vision, then this will result in the Sandwell's ambitions and Vision 2030 not being met.</p>	8 Amber	<p>Corporate Peer Review- January 2018 and 2019</p>	<p>Budget and business plans 2018/19 – 2020/21 Joint Cabinet Summits</p>	<p>Directors' Assurance Statements Budget monitoring reports</p>	Once established, the performance management framework and governance arrangements to monitor and review performance will provide the key source of assurance for this risk.
50	<p>Commonwealth Games Aquatic Centre If the council does not put in place robust project arrangements for the successful delivery of the aquatic centre to project scope, timescales and cost, then this will result in significant reputational damage to the council.</p>	8 Amber	<p>Commonwealth Games Confederation Commonwealth Games Project Board Local Partnerships Gateway Review- March 2019</p>	<p>Reports to Aquatic Centre Project Board Project risk register Scrutiny reviews</p>	Directors' Assurance Statements	Given the scale of this project and the impact it has on Vision 2030 the project will require further sources of assurance to be considered and sought to ensure control measures are adequate and effective.

Risk Ref	Risk Title & Description	Current Score	Types of Assurance			Gaps in Assurance / Risk Exposure
			External/ Independent (Third Line of Defence)	Risk and Compliance (Second Line of Defence)	Operational and Management (First Line of Defence)	
51	<p>Peer Review Recommendations</p> <p>If the council does not accept, put arrangements in place and implement the recommendations made in the LGA Corporate Peer Review on a timely basis then this will not support the council's continuous improvement and have a significant negative reputational impact.</p>	6 Green	Update report to Cabinet Autumn 2018 Peer review Follow up 2019	Update/ progress reports to EMT	Directors' Assurance Statements	The follow up by the LGA Peer review team has provided the necessary assurances that progress to date and that the direction of travel is positive.
52	<p>Better Care Fund (BCF) and Public Health Grant</p> <p>If the government fails to confirm or extend grant funding for the Better Care Fund and for Public Health, then the council will be unable to discharge its key statutory functions in this respect.</p>	12 Red	Green Paper on adult social Care- Autumn 2018	Discussions at Association of Directors of Adult Social Care Services	Directors' Assurance Statements	This is a risk that the council has no control over and therefore there are limited sources of assurance available to it.
53	<p>Business Management System</p> <p>If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in:</p> <ul style="list-style-type: none"> The council's business system being unsupported Inability to transform services that would enable processes to be more efficient <p>Non compliance/ misalignment with other council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme.</p>	8 Amber		Reports to Project Board Project Risk register	Directors' Assurance Statements	As the project progresses, independent assurances will be sought to ensure that the project is on track for delivery.