Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
ORG0033	Failure to deliver services at agreed cost/specification/quality	The risks can be braodly divided into four Demand Design Construction Finance	Reputational Risk in respect of failure to deliver key sites Risk of significant loss of money SRP unable to bring projects in on time leading to ineffective use of Council assets. Buildind costs make SRP project economically unviable Poor design leads to alck of regenerationa nd poor value for money	16 - Very High	A detailed business case including joint risk regsiter has been created. Business Plan approved by each year by Cabinet Curve Steering board	12 - High	**Consider batching of sites in smaller parcels to reduce risk** Sarah Richards **Performance management monitoring procedures to ensure regeneration investments is sustainable into the future** Sarah Richards **Preparation of a robust land assembly strategy** Sarah Richards **Rigorous viability assessment of potential developments** Sarah Richards **Structure solution to negate the need for external funding** Sarah Richards **Site Development Plans** Joseph Holmes 31/03/2014 **Discussion with Planning and Building Control** Sarah Richards **Ensure best value through external validations** Joseph Holmes 31/03/2014	6 - Medium

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Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
ORG0021	Economic climate	National Government's continued sustained reduction in public sector expenditure via Spending Review Government's funding of policy changes towards Adult Social Care and Local Economic Partnerships Government's welfare reform programme Government's reforms to Business rate retention	Continued reduction to the Council's budget leaving to increased levels of service reductions and organisational wide transformation The requirement for balanced corporate strategy that seeks to address the needs of vulnerable individuals whilst ensuring appropriate levels of service provision for the universal services Impact on Council Tax collection rates and / or higher take up of Council Tax Support leading to in year budget pressures Impact on achieving levels of fees and charges Reduced income due to Businesses moving away from Slough / increased level of demolitions of business buildings In year overspend leading to depletion of Council reserves and / or an increase to Council Tax the following year	20 - Very High	Requirement to set a balanced budget Regular reports to senior officers and members on the Medium Term Financial Strategy (MTFS) progress Regular in year budget monitoring to forecast the impact on general reserves Creation a 'financial volatility reserve' to buffer the impact of reduced Business Rate / CTX income or to re-profile savings programmes Ensuring that General Fund reserves are at least the minimum level set by the s151 officer	15 - Very High	**Balanced MTFS with identified savings areas over the life of the strategy** Joseph Holmes **Transformation Programes for services to reduce costs and improve service delivery** Joseph Holmes **Regular collection rates and income monitoring** Joseph Holmes	10 - High

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ORG0024	Failure to Manage Service Disruption	There was an isssue around the lack of Business Continuity Plans. These plans and the management of these plans are required to ensure that in the event of an "emergency" that the council and it's suppliers maintains at least a minimum of service. A Business Continuity Working Group has been set up and the business critical services have been identified. The Business Continuty Plans have been submitted to CMT and approved	The lack of a robust business continuity plan that has been communicated to all that are inviolved could mean that in the event of an unexpected incident the Council or it's contractors are unable to to provide the required services. this would result in negative publicity and possibly put vulnerable service users at risk	12 - High	Business Continuity Plans have been submitted to CMT for approval. A Business Continuity Working group has been set up with representitives of all departments. This group is used to inform the plans and will continue to meet to update the plans as and when required. Ensure that Avarto have Disater Recovery and Business Continuity Plans that support our own plans and ensure that SBC services can be delivered All BIA's have been reviewed. Key service criteia been established for IT and accommdation, key suppliers identified We have shared our plans with Avarto	6 - Medium		6 - Medium

Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
ORG0031	Not being able to respond to demographic change	Demographic Change Many factors may affect the population of Slough and generally this leads to an increase in the resident population. An increase in the population puts pressure on the vast majority of the services offered by the Council:	Housing: increase in demand for housing including temporary housing, and increases pressure on those regulating Housing standards Benefits: There are more people claiming benefits via the Council Education: An increase in population may have the affect of skewing the estimates of population made and therefore leading to a short fall in school place. Waste Disposal: An increasing population leads to more demand for waste disposal	9 - High		9 - High	**Creation of Free schools** Jane Wood **Waste Strategy** Nick Hannon 29/08/2014	3 - Low

Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
ORG0034	Loss of IT / Communication facilities	Delivery of an ICT function that is robust and has the capacity to meet the needs of the organisation. There is a staff /skills capacity issue which is affecting the section's ability to respond to the Council's Transformation and Change agenda and it's ability to deliver the ongoing IT programme of work. A full Disaster Recovery Plan is required for the Council's IT systems. There are a number of bespoke IT systems that require specialist niche skills to support and that are unable/costly to interface with each other. The Council's SAN is approaching full capacity due to an extraordinary growth in storage of data. The Council needs to procure a new SAN in order to cope with future demand. The Council's capacity to rollout DIP in support of the Accommodation Strategy is diminished due to this lack of storage space.	Information Commissioner will criticise and possibly impose fine Increased vulnerability to staff and clients damage to reputation	16 - Very High	Council policies to be finalised and distributed to staff after approval from Info Governance Board. Mandatory Information Security E-Learning module to be completed by all staff (SBC & Arvato) and Members - With annual refresher) It infurstucture improvement plan in place. Arvato responsibilty to upgrade systems and server network. Governance board established monthly meeting to be held to review progress. Procurement process initiated. In process of evaluating tenders. Arvato looking to provide interim solution. The IT Strategy (incorporating IT Governance) was approved by CMT and published on July 18th. Bid for additional fixed-term resource to tide over period of high transformational activity IT Governance Board to review and prioritise and control the size of the program	8 - Medium	**Council policies to be finalised and distributed to staff after approval from Info Governance Board.** Roger Parkin 31/03/2014 **SAN to be commisioned** Roger Parkin 31/03/2014	6 - Medium

Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
					Transfer responsibility for delivery of service to Arvato ensuring required service is fully defined and KPIs set to measure performance. ICT Service specification 95% complete KPI's defined Finacial info shared awaiting for Avarto for first costed proposal 24th May 2013			
ORG0035	Services Failure - Safeguarding	Serious safeguarding, public protection or other failure. Adult Safeguarding Board is going through a period of development in order for it to provide a strong governance for Safeguarding in Slough and in preparation for the incoming (draft) Care and Support Bill in which Statutory Partners will have a duty to co-operate. In order to deliver effective safeguarding, agencies need to work within a context of agreed policies, procedures and practice and share information which informs the quality of care provision in Slough.	Serious failure in safeguarding has a devastating effect on the individual and the community and undermines organisational credibility	12 - High	Governance via Safeguarding Adults Board Business Plan - oversight of delivery via new Executive Group Enhanced care governance group Team put in place in 2013 to implement new ways of working.	8 - Medium	**Safeguarding Action Plan** Alan Sinclair 31/10/2014	8 - Medium

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ORG0037	Government policy/legislation changes	The Government has introduced a raft of Welfare Reforms Including universal credit, limiting benefit paid to allow for one bedroom per person in a household	The current welfare reforms could lead to increased levels of poverty and debt amongst those claiming benefits tempting hard pressed families to go "loan-sharks" increasing the spiral of poverty It could also lead to increased levels of Housing Rent debt as benefit is paid to the claimant rather than the landlord. The reforms may also lead to London Borough's placing homeless people in Slough, thus reducing the capacity for Slough's own homeless persons, an increase in bed and Breakfast accommodation costs,and overcrowding in cheaper but smaller properties. There is thought to be an increased risk of fraud with the introduction of the universal credit IT system Increased pressure on the Welfare Rights section.	16 - Very High	Proactive measure by Welfare Unit	12 - High		12 - High

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ORG0038	Services Failure - Safeguarding	2011 OFSTED report found Council inadequate for Safeguarding - subject to a formal improvement notice from the Minister. The Council has an Improvement Plan that requires the council to demonstrate significant progress against the plan. Further OFSTED in 2013. Draft report issued in Jan 2014 awaiting management response There is a need to improve the risk identification process, and to ensure that staff are trained on how to use the risk identification process.	This would be a significant reputational issue The failure to correctly identify and the risks could lead to either an over or under intervention	16 - Very High	There is an improvement plan where progress is monitored by the minister Additional Resources were identified to strengthen management arrangements and increase capacity within the Service. There is a new management team in place led by a new Asst. Director. New structure and revised roles for key posts have been agreed and are being implemented. there is also external recruitment to key roles. Local Safeguarding Board Children's Young Person Partnership	9 - High	**Response to 2013 Inspection report including corrective actions** Jane Wood 28/02/2014 **Budgetr made available to increase number of professional staff** Kitty Ferris 31/03/2014 **Revise and strenthen approach to risk assessment** Kitty Ferris	6 - Medium

Risk Ref	Nature of Risk	Cause	Effect	Intial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating
ORG0039	Contract Management	Internal audits completed in 2013 identified that there are weaknesses in the Councils contract management arrangements. As a result some contracts are not adequately performance managed The latest internal audits on Procurement have been RED Copies of contracts are not always available and are not kept in a central repository. The system for amending contractor details or recording contractual changes is not sufficiently robust	Contractors/contracts are not monitored effectively. Contracts can not always demonstrate that they deliver Value for Money Copies of contracts mislaid and unable to be referred to in the event of a dispute with the contractor	16 - Very High	Action plans have been published for the audits and have recommendations for action . These have been allocated and assigned to the relevant Assistant Directors i.e. Amey – Neil Aves There are further action plans for Atkins which requires immediate attention Arvato currently have a procedure in place for dealing with supplier request to change bank details. Enhance the Procurement Business Case form to act as a mechanism to capture key details	16 - Very High	**A procedure should be established to include guidance on assessing the risk related to contracts** Julie Pickering 30/09/2014 **Those contracts defined as 'most strategic' should have stringent procedures defined to enable the contracts to be effectively m** Julie Pickering 30/09/2014 **Training has already commenced and needs to continue** Julie Pickering 30/06/2014 **The Council should prioritise the implementation of information gathering for its major contracts** Julie Pickering 30/06/2014 **Legal Services should then be responsible for holding all original contracts and providing an electronic version to those charge** Amardip Healy 31/03/2014 **The draft Procurement Operating Procedures should be updated to reflect the process adopted for a request to a change to supplie** Alan Spratt 31/03/2014 **Finalise Atkins Contract management audit** Savio DeCruz 28/02/2014	6 - Medium

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							The Council should run reports from their finance system on new suppliers Joseph Holmes 30/06/2014 **Finalise Amey contract management audit and confirm corrective actions and time scales** Neil Aves 28/02/2014	