

# Appendix B Corporate Risk Register

5 November, 2015



Risk Ref	Risk	Cause	Effect	Initial Risk Rating	Control	Current Risk Rating	Action	Target Risk Rating

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ORG0021	Failure to Deliver Balanced Budget	<p>Overspending in Children's Social Care.</p> <p>Failure to manage key outsourced contracts such as Amey, avarto and Cambridge Education</p> <p>Inappropriate budgetary monitoring</p> <p>Failure to manage the cost of projects</p> <p>In year reduction in Central Govt funding, (Public Health). This does not leave enough time to reorganise services</p> <p>The Council works with many key strategic partners all of whom have their own agendas and limited access to budgets</p>	<p>Qualified external audit opinion</p> <p>Increased Central Government pressure</p> <p>Damage to reputation</p> <p>Reduction in local Public Health services</p> <p>Lack of joined up working with NHS, leading to greater inefficiencies</p> <p>Lack of assistance and co-operation between public bodies and the Council increases public service risks</p> <p>NHS may feel that the Council is using the "pooled budget" arrangement to mitigate the effect of Council budget reductions and the NHS may reduce its contribution to the Better Care Fund creating further budget pressures.</p>	24 - Very High	<p>The use of a timetable to produce both management information which is reported throughout the organisation and also to budget holders.</p> <p>A timetable has been produced and communicated to relevant staff, and is being complied with; The accurateness of budgetary information reported to management;</p> <p>The monitoring and reporting of budgets and investigation and explanation of variances where significant variances exist between planned and actual expenditure/income; we also considered the timeliness of information reported to management;</p> <p>The involvement of Budget Holders in regular reviews of financial performance and how the Finance Team liaise with Budget Holders</p> <p>Whether a programme of training has been established for Budget Holders across the organisation;</p> <p>The appropriateness of budget virements</p>	15 - Very High	<p><b>Outcome Based Budgeting to match financial resources to the 5YP, and encourage innovation and new strategies</b></p> <p>Joseph Holmes 31/03/2016</p> <p><b>Monthly Budget Monitoring reported to CMT and C&amp;D</b></p> <p>Joseph Holmes 31/03/2016</p> <p><b>Medium Term Financial Strategy</b></p> <p>Joseph Holmes</p> <p><b>Ensuring adequate levels of financial reserves in line with the s151 officer's guidance</b></p> <p>Joseph Holmes 31/03/2016</p> <p><b>Continue to monitor the progress of BCF projects and BCF Risk Register</b></p> <p>Alan Sinclair 31/03/2016</p>	8 - Medium

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					<p>completed in 2014/15 and whether these are compliant with Financial Procedure Rules;</p> <p>The consistency in the message and information reported to Directorate meetings and CMT;</p> <p>The establishment of a dedicated savings programme which has received approval at an appropriate level of Senior Management;</p> <p>The reporting to Senior Management on the progress of saving scheme and whether these are delivering the targets as proposed or where delays or issues that have arisen, these have been acknowledged and actions taken to improve performance.</p> <p>2014/15 Budgetary Control Audit Report = Amber/Green</p> <p>Better Care Fund agreed.</p> <p>Better Care Fund allocation agreed</p>			

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					Pooled budget agreement signed off  Terms of Reference, Risk register and Project Risk register created for Better Care Fund  The development of an action plan to address			

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					the issues raised by the LGA peer review report and embed transformation within the financial processes.			
ORG0031	Detrimental impact on Finance and Resources due to demographic change	<p>Transient nature of Sloughs population means it is difficult to predict the level of services and amenities required.</p> <p>Increase in older people population</p> <p>children and young people's population working through the system</p> <p>risk of new migration</p>	<p>Pressure on services offered by the Council</p> <p>Increased demand for waste disposal</p> <p>Increased demand for school places</p> <p>Possible rise in extremism</p> <p>Increased demands on Adult Social Care, Children and Families, and Housing</p>	9 - High	<p>Waste Strategy to deal with current levels and increases in waste disposal</p> <p>Benefits caseloads monitoring</p> <p>Housing Performance Information</p> <p>As of September 2015 there are projected to be sufficient school places going forward</p>	9 - High	<p><b>Re Procurement to be led by Waste Strategy &amp; Contracts Manager to incorporate issues identified.</b></p> <p>Nick Hannon 30/09/2015</p> <p><b>Working Group to assess the possible impact of Syrian Refugees</b></p> <p>Krutika Pau</p>	6 - Medium

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ORG0035	Failure to protect adult social care users from physical, emotional or financial abuse	<p>Poorly trained staff or lack of training for staff provided by agencies</p> <p>Lack of robust multi-agency policies and procedures that are in line with national guidance, and no checks that these are being followed.</p> <p>The Care Act place new responsibilities with regard to Safeguarding</p> <p>Lack of resource to undertake the work to identify and protect vulnerable adults at risk.</p> <p>Lack of engagement and involvement with agencies such as the NHS, Police and Voluntary Sector organisations</p> <p>Poor Quality commissioning of services.</p> <p>Lack of monitoring of Personal Budgets provided to service users</p>	<p>Damage to reputation. Criticism from regulatory bodies such as the Care Quality Commission</p>	12 - High	<p>Safeguarding Action plan</p> <p>Business Plan for 2015/16 with 10 objectives</p> <p>Care Governance Group, which includes the NHS assesses the quality of Care Homes and Domiciliary Care providers on a RAG basis. Where providers are rated as RED clients are withdrawn. AMBER rated providers are kept under review</p> <p>Practice guidance for staff updated Feb 2015</p> <p>Safeguarding Adult Workforce Development Strategy 2014-2017</p>	6 - Medium	<p><b>Safeguarding Annual Business Plan Review</b></p> <p>Alan Sinclair 31/03/2016</p> <p><b>Monitoring through Safeguarding Board involving key partners, Police and NHS</b></p> <p>Alan Sinclair 31/03/2016</p>	6 - Medium

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ORG0042	Failure to maintain a minimum level of service due to a major system failure	<p>Lack of Business Continuity Plans and effective communication to all staff. No dedicated resource for Business Continuity Management.</p> <p>Lack of business premises in the event of an incident. Lack of staff to manage the Business Continuity Management.</p> <p>Lack of access to key systems.</p>	<p>The Council or its outsourced contractors are unable to provide an expected level of service. Negative publicity and possibly to put vulnerable service users at risk</p> <p>Appropriate and timely responses to incidents such as RTA's, flooding etc are not guaranteed</p>	12 - High	<p>A Business Continuity Working group has been set up with representatives of all departments. This group is used to inform the plans.</p> <p>Provision of new Disaster Recovery capacity for the Council is included as a Project under the Transactional Services Phase 2 Service Improvement Plan. It has been provisionally costed by arvato and is funded from a capital bid</p> <p>All BIA's have been reviewed.</p> <p>Key service criteria been established for IT and accommodation, key suppliers identified</p> <p>We have shared our plans with Avarto</p> <p>Resource identified as Business Continuity officer</p> <p>Alternative premises being provided by arvato</p>	9 - High	<p><b>Identification of realistic Recovery time Objectives</b> Simon Pallett 31/03/2016</p> <p><b>Implementation of Disaster recovery Capacity</b> Simon Pallett 31/03/2016</p> <p><b>2015/16 Internal Audit on Business Continuity</b> 30/10/2015</p>	8 - Medium

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ORG0043	Systems that are not robust or effective enough to met the requirement of the modern digital age	<p>Obsolete IT programs still in use.</p> <p>Comprehensive Disaster Recovery Plan is not in place for all IT systems and associated programs.</p> <p>There are a number of bespoke Information Technology systems that require specialist niche skills to support and that are unable/costly to interface with each other.</p> <p>The Council's Storage Area Network (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 Document Image Processing, (DIP) in support of the Accommodation Strategy is diminished due to this lack of storage space.</p>	<p>Information Commissioner may criticise and possibly impose fine</p> <p>Increased vulnerability to staff and clients in relation to IT programs.</p> <p>Increased risk of a loss of data as a result of cyber attacks</p> <p>Damage to reputation</p>	12 - High	<p>Mandatory Information Security E-Learning module completed by all staff (SBC &amp; avarto) and Members and includes an annual refresher</p> <p>IT infrastructure improvement plan in place. avarto responsibility to upgrade systems and server network. Governance board established monthly meeting to be held to review progress.</p> <p>The IT Strategy (incorporating IT Governance) was approved by CMT. There is a draft 2015-2018 Strategy that was as reported to CMT in Jan 2015</p> <p>IT Governance Board reviews, prioritise and control the size of the program</p> <p>Responsibility for delivery of service to avarto ensuring required service is fully defined and KPIs set to measure performance.</p> <p>Key policies updated and distributed</p> <p>Governance Board now created</p>	9 - High	<p><b>IT Strategy being reviewed as part of to ensure that it reflects digital advances</b></p> <p>Roger Parkin 31/12/2015</p> <p><b>Implementation of IT support for Smart and Flexi working</b></p> <p>Roger Parkin 31/03/2016</p> <p><b>IT refresh continuing</b></p> <p>Roger Parkin 31/03/2016</p> <p><b>IGel replacement of Citrix environment</b></p> <p>Roger Parkin 31/03/2016</p> <p><b>Migrating to Windows 7</b></p> <p>Roger Parkin 31/12/2015</p> <p><b>New Risk Management Software being procured.</b></p> <p>Phil Brown 31/12/2015</p>	6 - Medium



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					<p>Interim SAN now commissioned and implemented</p> <p>IT Strategy signed and being reviewed to ensure that it aligns with digital advances</p> <p>ERP Solution has been procured and is being implemented</p> <p>Cyber policies distributed to staff</p> <p>Key Performance Indicators, for service area to be baselined 1st year. Monitoring tools to be implemented as phase 2 activity.</p>			

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ORG0044	Failure of CSO to delivery required improvements	<p>The new CSO fails to have effective leadership to deliver the required improvements in the service.</p> <p>The Council has only limited control over the activities of the Trust, and has to rely on the Trust to provide assurance of service delivery and service improvements.</p>	<p>Reputational damage</p> <p>Diversion of capacity and resources</p> <p>Further intervention from the Secretary of State</p>	16 - Very High	<p>Contract between the Council and the Trust that contains a governance schedule and a performance framework.</p> <p>Monthly Strategic Monitoring meetings that's the Director of Children's Services and the Chair of Board and Chief Executive of the Trust</p> <p>34 KPI's that are reported monthly to give assurance that statutory duties are being performed and that the required improvements are being made. This is also an opportunity for the Trust to give qualitative information</p> <p>This monthly meeting also gives the opportunity for other departments of the Council to advise the Trust of any actions that may affect the Trust.</p> <p>The Trust report to their board who report to the Secretary of State quarterly.</p> <p>A Partnership Board has been created to discuss the issues that affect the enterprise.</p>	9 - High	<p><b>Creation of a client side team - Internal mechanism around D CS role</b></p> <p>Krutika Pau      31/03/2016</p>	9 - High

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					Reports are made to associated boards  There are escalation processes that have been created to be used to address performance and service improvements			

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ORG0037	Failure to meet statutory responsibilities	<p>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</p> <p>Impact of Governments reforms to Adult Social Care through Care Act 2014 and through the direction of the Better Care Fund</p> <p>Universal Credit for the more basic cases goes live in September 2015 in Slough</p> <p>Increase in Housing demand</p> <p>Reduction in grant to deliver mandatory outcomes</p>	<p>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.</p> <p>It could also lead to increased levels of Housing Rent debt as benefit is paid to the claimant rather than the landlord.</p> <p>The reforms may also lead to London Borough's placing homeless people in Slough, thus reducing the capacity for Sloughs own homeless persons, an increase in bed and Breakfast accommodation costs, and overcrowding in cheaper but smaller properties.</p> <p>There is thought to be an increased risk of fraud with the introduction of the universal credit IT system</p> <p>Increased pressure on the Welfare Rights section.</p> <p>Increased number of social care users and associated costs to the Council</p> <p>Increased pressure on Housing, Children and Families and Public Health</p> <p>Possibility of insufficient school places in the future</p>	12 - High	Pro Active measure by Welfare Unit Universal Credit workshop	8 - Medium	<p><b>Care Act review of implementation as part of ASC reform program</b></p> <p>Alan Sinclair 31/03/2019</p>	8 - Medium

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ORG0039	Failure to manage major contracts to obtain expected outcomes	<p>Internal audits completed in 2013/14 identified that there are weaknesses in the Councils contract management arrangements. As a result some contracts are not adequately performance managed</p> <p>Lack of experienced contract managers</p> <p>The Cambridge Education contract has only one year to go and there is a possibility that Cambridge education may pay less attention to the contract than previously</p>	<p>Financial overspends</p> <p>Poor performance by contractors</p> <p>Lack of quality in relation to services provided</p> <p>Increased possibility of fraud and corruption</p>	16 - Very High	<p>Actions identified from previous internal audit reports have been implemented, improving the control framework.</p> <p>Dedicated contract managers in place for Council's main contracts.</p> <p>Copies of all major contracts held in electronic and hard copy</p> <p>KPIs in place for major contracts.</p> <p>Director has regular meetings with Contract Managers</p> <p>Contract Management training provide by LG Futures</p> <p>Asst Director Commissioning and procurement has been appointed</p>	9 - High	<p><b>Tri-partite meetings with CSO and Cambridge to ensure that service meets the needs of SBC</b></p> <p>Krutika Pau 31/03/2016</p>	9 - High
ORG0041	Inability to deliver the required organisational and operational changes	<p>Lack of sufficient staff/resources</p> <p>Lack of accountability for effecting changes</p> <p>Lack of plan to deliver required change</p>	<p>Inability to meet the financial challenges from the Government and changing expectations from the 5 year plan.</p> <p>Work related consequences: Stress related illnesses/behaviours Resentment Departure of best talent Poor performance Failures of judgement</p>	15 - Very High	<p>Clearly articulated 5 year plan and outcomes focus</p> <p>Increased collection rates and tax bases mitigate some of the financial pressures</p>	12 - High	<p><b>Effective workforce strategy and action plan articulated across the organisation</b></p> <p>CMTMembers 31/03/2015</p> <p><b>Assess the capacity for both normal operations and carrying key organisational change initiatives</b></p> <p>CMTMembers 31/03/2015</p>	12 - High