

Strategic Risk

Below is a definition of Strategic Risk

“Those business risks that, if realised, could fundamentally affect the way in which the organisation exists or provides its services in the next one to five years. These risks will have a detrimental effect on the organisation’s achievement of its key business objectives. The risk realisation will lead to material failure, loss or lost opportunity.” – RSM

5 Questions to Identify a Strategic Risk

- What is happening internally or externally that will present a strategic risk or challenge?
- What has happened in the past that had led to the realisation of a strategic risk?
- What is happening elsewhere?
- What are auditors, regulators, customers and partners telling us about the organisation?
- What challenges will the organisation face in implementing the Five Year Plan?

Issue	Potential Causes	Possible Outcomes	5 Year Plan Outcome	Current Controls	What assurances have you?	Future Actions	By Whom When
<p>Failure to Deliver balanced Budget</p> <p>The council has a duty to set and deliver a balanced budget</p>	<p>Insufficient budget monitoring</p> <p>Increased demand from demand led services</p> <p>Project overspend Reduction in business rate income</p>	<p>Qualified external audit opinion</p> <p>Need cut/reduce service provision to meet shortfall</p> <p>Increased attention from central Government. Damage to reputation</p>	Using Resources Wisely	<p>Monthly budget monitoring</p> <p>MTFS</p> <p>Quarterly Reporting to CMT and Cabinet</p>	<p>Permanent 151 Officer</p> <p>Budget setting Internal Audit report</p> <p>External audit report</p>	<p>Savings Plan</p> <p>Continuous monitoring</p> <p>On-going Agresso training for Managers</p>	Barry Stratfull 1 st April 2016
<p>Management of Major Contracts</p> <p>The Council requires robust contract management to ensure that the benefits and efficiencies of the contract are delivered.</p>	<p>Contract management arrangements are not properly developed.</p> <p>Insufficient resources are dedicated to contract management.</p> <p>Poor specification</p> <p>RMI and waste</p>	<p>Contracts poorly perform</p> <p>Efficiencies and benefits not realised</p> <p>Financial overspends</p> <p>Increased incidence of fraud</p> <p>Increased management time dealing with poorly performing contracts</p>	Using resources Wisely	There are varying degrees on contract management across the Council	<p>Avarto phase II advisory audit</p>	<p>Appoint contract managers for all contracts</p> <p>CMT have agreed that RSM will develop a strategy how to implement the first part of the contract management</p>	<p>Mike England</p> <p>Neil Wilcox</p>

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	contracts are all out for tender	Damage to reputation Increased number of Member complaints				report	
Business Continuity The Council requires robust Business Continuity Plans in the event of an incident or series of incidents that affects the Council's ability to provide essential services	Lack of tested Business Continuity Plans that deal with: Failure of key contractor Large scale absence of staff due to illness Loss of IT systems Loss or denial of access to key buildings Weather related e.g. snow	Inability to deliver essential services Delays in payment to staff, suppliers etc. Inability to access vulnerable users records/needs Damage to reputation/national media coverage Senior staff dealing with both Emergency and Business Continuity General public unable to access services	Enabling & preventing	There are various plans in place. Lead a senior management level Identified staff resource	Business Continuity Internal Audit report	The plans that are in place need to be brought under a corporate Business Continuity framework	Joe Carter
Adult Safeguarding Failure to protect	Poorly trained staff or lack of training for staff provided	Physical harm to user Care Quality	Enabling & Preventing				

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adult social care users from physical, emotional, financial abuse	<p>by agencies</p> <p>Lack of robust multi-agency policy and procedures that are in line with national guidance and no assurance that these guidelines are being followed</p> <p>Lack of resources to undertake the necessary work to protect vulnerable adults at risk</p> <p>Lack of engagement and involvement with other agencies such as the Police, NHS, and voluntary section organisations</p> <p>Lack of monitoring of personal budgets provided to service</p>	<p>Commission investigation</p> <p>Police investigations</p> <p>Prosecutions of staff/contractors third parties</p> <p>More serious cases will involve national media coverage and scapegoating</p> <p>Fines and legal costs</p> <p>Lengthy investigations taking up management time</p>					

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	users						
Data Security Robust policies procedures to deal with the handling of data Increased responsibilities due to the General Data Protection Regulation.	Insufficient training of staff Loss/theft of paperwork. Data sent to work recipient Email to the wrong recipient Insecure web-page Insecure disposal of paperwork	Fines from the ICO Advising users that their personal data has been compromised Providing credit agency facility to affected third parties Rebuild of IT systems Reputational damage	Using Resources Wisely				
Failure of Slough Children's Services Trust to deliver required improvements.	The Council has only limited control over the SCST and must work with SCST to improve services	Further intervention from the Secretary of State Children and families do not receive the services they need Request for additional funding from the council	Enabling & Preventing	Monitoring Reports to Director of Children's Services. Reports to overview and scrutiny Both formal			

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				and informal monitoring by Head of Children's Partnerships			
<p>Preparedness for OFSTED Inspections</p> <p>OFSTED could announce inspections into Quality and Delivery of school Services, and/or The Provision of Special Needs Education.</p> <p>Adult and Community Learning</p>	<p>These inspections can be announced at anytime.</p> <p>There is a lack of service plans.</p> <p>There no appropriate KPI's</p>	<p>Adverse reports from OFSTED will cause reputational damage, possibly on a national level.</p>	<p>Enabling & Preventing</p>	<p>Head of Children's Partnerships is leading group to increase preparedness</p> <p>Head of Learning and Community services through Shared services Management Committee</p>	<p>Post OFSTED Action Plan</p>	<p>Self Improvement Documents are being prepared for both areas</p> <p>Section 11 Plan</p>	
<p>Increased Level of Homelessness</p> <p>Concerns over the increased levels and</p>	<p>Slough is dependent on the private rented sector.</p>	<p>Severe overcrowding</p> <p>Increased costs and demand in the Temporary</p>	<p>Changing, Retaining and Growing</p>	<p>Good, experienced team</p> <p>Regular budget</p>	<p>Benchmarking with other Berkshire and London authorities</p>	<p>Joining up with other departments to bid for DCLG funding</p>	<p>P Thomas</p>

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knock-on effects of Homelessness	<p>Due to economic growth private sector landlords are able to increase rents.</p> <p>These rent increases are now becoming too expensive for families on relatively modest incomes</p> <p>Benefits won't cover the cost of rent</p> <p>London Borough's securing deals with local landlords to place their homeless in Slough</p> <p>Within the council housing stock there is a disproportionate number of 1 bedroom flats</p>	<p>Accommodation team</p> <p>Disruption to quality of life to homeless</p> <p>Reputational Damage</p>		<p>monitoring</p> <p>Housing strategy</p> <p>Discretionary Housing Payments</p> <p>Pro-active temporary accommodation manager who seeks out suitable accommodation</p>	<p>Awards for Temp Accom. Team</p> <p>Cllr go on visits with Homeless Team</p>		