













5 Year Plan Outcomes	Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Risk Review Details
All 5 year plan outcomes	CR 8	Ensuring the effectiveness of resilience plans/continuity plans for key locations and services.	Dean Trussler	<p>Description: The Council's business continuity plan was last reviewed in 2013. The internal audit report in 2016 would provide no assurance that adequate controls are in place. The BCP has not been tested through desk top or simulation exercises.</p> <p>Consequence: Failure to have an up to date BCP places the Council at risk of being unable to continue its business should a serious event cause disruption.</p>	I = 4 L = 6 24 	<p>Dedicated Business Continuity Officer</p> <p>External assistance to help develop the plan</p> <p>There is a documented process for undertaking business impact analysis and risk assessments at Service, Directorate and Council-wide level</p>	I = 4 L = 3 12 	<p>To conclude the delivery programme for implementing Business Continuity Management throughout the authority</p> <p>Person Responsible: Dean Trussler To be implemented by: 30 Jun 2020</p> <p>Training for managers is booked for June 2020. Awaiting to get e learning package online.</p> <p>Person Responsible: Dean Trussler To be implemented by: 30 Jun 2020</p>	I = 2 L = 3 6 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, "="), 'No', Fields.RiskReviewOverdue) Review Required From: 01 Feb 2020\r Latest Review Date: 09 Jan 2020 Latest Review By: Phil Brown Last Review Comments: Updated at Risk Management Board 9th Jan 2020</p>
All 5 year plan outcomes	C&C 10	Termination of arvato contract	Neil Wilcox	<p>Description: The Council leadership have decided to terminate the contract with arvato w.e.f. 1st Nov 2019. and bring the services back in house.</p> <p>The original termination date of the contract was 2022.</p> <p>The Council now has to TUPE staff back into the council and set up appropriate management structures.</p> <p>Consequence: Reduction in income collection arvato indifference to fulfilling the terms of the existing contract. Late payment to creditors Halting of various ICT projects with impacts on other major projects Opportunity to reshape the delivery of key inward and outward facing services Damage to reputation</p>	I = 4 L = 5 20 	<p>Council-wide arvato group set up</p> <p>Internal Governance set up</p> <p>Project group set up</p> <p>RAID log jointly managed</p> <p>Strategic Meetings every month to ensure business as usual</p>	I = 3 L = 2 6 	<p>Mediation in early March 2020. This will give a steer on how to proceed</p> <p>Person Responsible: Neil Wilcox To be implemented by: 01 Apr 2020</p>	I = 3 L = 2 6 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, "="), 'No', Fields.RiskReviewOverdue) Review Required From: 01 Mar 2020\r Latest Review Date: 20 Feb 2020 Latest Review By: Phil Brown Last Review Comments: Reviewed at CMT</p>

All 5 year plan outcomes	F&A 27	Failure to ensure financial sustainability.	Neil Wilcox	<p>Description:</p> <p>The revenue support grant is declining whilst the population in the Borough is growing. In addition there is an increasing demand for the Council's Services. Efficiency savings still need to be made to reduce expenditure, whilst the financial sustainability of the Council in the longer term is reliant on increased levels of income being generated by attracting new businesses to the area and increasing council tax (subject to Central Government imposed limits). Slough Children's Services Trust have recently published 2018-19 accounts indicating that there is a material uncertainty to its going concern status due to there being no agreed plan to repay the £4m initial start-up liabilities owed to the Council from July 2021. There is a risk that directors may need to declare insolvency in..</p> <p>Consequence:</p> <p>Failures or delays in the Council delivering its savings targets for the forthcoming financial year; or increased in-year demands on its services, over and above those anticipated during the budget setting process, would result in the Council needing to make in-year savings which will in turn impact the quality of services that can be delivered and result in a failure to meet the corporate objectives.</p> <p>If SCST were to be deemed insolvent, or no realistic plan from SCST for repaying its liabilities is forthcoming, the Council may be unable to recover its substantial debts in the future. This would require the Council to utilise 34% of its estimated general reserves (at the end of 2020/21) and would leave the Council's reserves at only £1.3m more than the Section 151 Officer has deemed..</p>	<p>I = 4 L = 5 20</p> 	<p>Budget Monitoring Reports to Members, Corporate Management Team, Departmental Management Teams</p> <p>External experts used to carry out financial analysis. 5 Year Plan in place</p> <p>Legal advice obtained on historic SCST liabilities</p> <p>Medium term financial strategy 2019 to 2024 in place</p> <p>Regular and ongoing discussions with DfE/MHCLG regarding SCST</p> <p>SBC Finance working closely with SCST Finance to agree transparent financial reporting mechanisms</p> <p>SCST financial position included in Quarterly Cabinet Monitoring Reports</p>	<p>I = 4 L = 4 16</p> 	<p>Agree future of SCST with DfE and treatment of liabilities</p> <p>Person Responsible: Neil Wilcox To be implemented by: 31 Mar 2020</p> <p>On-going system of budget monitoring by accountants with DMT's and take immediate action to mitigate any overspends if identified in year</p> <p>Person Responsible: Barry Stratfull To be implemented by: 31 Mar 2020</p>	<p>I = 4 L = 2 8</p> 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, "")=" ", 'No', Fields.RiskReviewOverdue) Review Required From: 30 Apr 2020\r Latest Review Date: 21 Feb 2020 Latest Review By: Phil Brown Last Review Comments: Updated by Neil Wilcox</p>
--------------------------	--------	---	-------------	--	--	--	---	--	--	--

All 5 year plan outcomes	Gov 2	Ensuring the Council's internal control environment is fit for future.	Neil Wilcox	<p>Description: Continued changes in personnel / vacancy / service change have resulted in loss of corporate memory and deterioration in the control framework including adherence with policy, systems, process and procedures. This can result in decisions being made without a firm policy footing or decisions being made often late or without sufficient due process etc. This is applicable to both officers and members.</p> <p>Consequence: The Council is therefore at greater risk of being challenged or making a poor decision with sub optimal outcomes.</p>	<p>I = 3 L = 5 15</p> 	<p>Policy review mapped</p> <hr/> <p>Reviewed Code of Conduct for 2018</p> <hr/> <p>Reviewed Constitution</p> <hr/> <p>RSM Internal Audit provides assurance Implementation of Agresso has increased controls</p> <hr/> <p>Updated financial procedure rules</p>	<p>I = 3 L = 3 9</p> 	<p>LGA Governance Review</p> <p>Person Responsible: Sushil Thobhani To be implemented by: 31 Mar 2020</p> <hr/> <p>Preparation of AGS for CMT and A&amp;CG</p> <p>Person Responsible: Barry Stratfull To be implemented by: 31 Mar 2020</p> <hr/> <p>on-going review of HR policies</p> <p>Person Responsible: Surjit Nagra To be implemented by: 31 Mar 2020</p> <hr/> <p>There is an on-going action of annual reviewing the Constitution</p> <p>Person Responsible: Sushil Thobhani To be implemented by: 31 May 2020</p>	<p>I = 2 L = 2 4</p> 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, ""))=, 'No', Fields.RiskReviewOverdue) Review Required From: 01 Feb 2020\r Latest Review Date: 09 Jan 2020 Latest Review By: Phil Brown Last Review Comments: Reviewed at Risk Management Board</p>
--------------------------	-------	--	-------------	---	--	--	--	--	--	---

Our residents will have access to good quality homes	78	Health & Safety in Properties	Richard West	<p>Description: if Properties are not being checked e.g. Gas Certs etc., then there could be a detrimental effect to the department as well as the organisation.</p> <p>Currently in the process of checking/inspecting safety risks of buildings. May be a high risk of fires as we SBC are still investigating.</p> <p>Consequence: Reputational damage Injury to clients/users</p>	<p>I = 4 L = 2 8</p> 	<p>Ensure that regular safety risks are being conducted and that we are liaising with the correct departments. Also monitoring this regularly and putting the customers first if there are any safety issues. Making sure that we understand the procedure and that it is consistent when dealing with Emergency Planning.</p> <p>Having a dedicated Supply Manager/Property Acquisitions who will be responsible to these checks. They will conduct checks on a regular basis.</p>	<p>I = 2 L = 2 4</p> 	On-going action to coordinate whose responsibility it is to conduct these checks - and follow up	<p>I = 2 L = 1 2</p> 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, ""))="," 'No', Fields.RiskReviewOverdue) Review Required From: 01 Feb 2020\r Latest Review Date: 09 Jan 2020 Latest Review By: Phil Brown Last Review Comments: Reviewed at Risk Management Group</p>
Slough children will grow up to be happy, healthy and successful.	33	Failure of Children's Social Care	Cate Duffy	<p>Description: Children's social care services are currently judged as RI having improved from Inadequate. It is important that the improvement journey continues Slough Children's Services Trust have recently published 2018-19 accounts indicating that there is a material uncertainty to going concern status due to there being no agreed plan to repay liabilities to the Council. There is a risk that directors may need to declare insolvency in the next 12 months. The publication of these accounts may lead to reputational damage to SCST and potentially to a lack of confidence from providers and staff. This in turn may impact negatively on outcomes for children.</p> <p>Consequence: Poor outcomes for vulnerable children include risks to safeguarding. Reputational damage to the council.</p>	<p>I = 4 L = 5 20</p> 	<p>SBC Director of Children's Services attending SCST board as an observer and receiving all papers.</p> <p>Contract Monitoring Monthly Review and Quarterly partnership Board - SBC receive regular budget monitoring reports including updates on savings and on progress with implementation of additional financial controls by SBC.</p> <p>Contract KPI and progress against the improvement plan is also monitored at these meetings.</p> <p>Finance directors from SBC and SCST met regularly as does the Chief Exec of SCST and the SBC Director of Children's Services.</p>	<p>I = 4 L = 4 16</p> 	<p>Consider service and contractual requirements. Ensure that we agree contingency plans with DfE.</p> <p>Person Responsible: Cate Duffy To be implemented by: 01 Apr 2020</p>	<p>I = 3 L = 4 12</p> 	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, ""))="," 'No', Fields.RiskReviewOverdue) Review Required From: 01 Mar 2020\r Latest Review Date: 19 Feb 2020 Latest Review By: Cate Duffy Last Review Comments: Updated following publication of SCST 2018-19 accounts.</p>

Joint Parenting Panel i.e. through the Corporate Parenting Strategy and related Action Plan, that JPP ensures the effective discharge of the corporate parenting role.

Regular high level discussions with DfE about the best model for the future sustainable delivery of children's services. Discussions are supported by external reports and an independent advisor.

Review of model for delivery of children's services from undertaken in partnership with SCST, DfE and external partners

Updated Improvement Action Plan (revised to reflect the findings of the January 2019 ILACS). Progress on the plan reported annually to SBC Education and Children's Services Scrutiny Panel

<p>Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<p>D&amp;SIT 1</p>	<p>information Governance and GDPR</p>	<p>Simon Pallett</p>	<p>Description: GDPR came in May 2018. .</p> <p>There needs to be a corporate and local response to the implementation of GDPR</p> <p>The section that deal with Information Governance lacks resource</p> <p>As the "go-live" date for GDPR approaches this has meant that workers who understand GDPR and how to mitigate the effects are becoming more valuable to all sectors, making it harder to fill posts with responsibility for GDPR</p> <p>Consequence: If there is not an adequate response to GDPR there is a chance that there may fines, criticism from the information Commissioner</p> <p>Damage to reputations</p> <p>Civil Claims for damages</p>	<p>I = 3 L = 4 12</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>Initial data mapping completed by RSM</p> <hr/> <p>The Corporate Addendum has been accepted.</p> <hr/> <p>Vacant post being temporarily ocovered</p>	<p>I = 3 L = 3 9</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>advertise Data Protection officer post</p> <hr/> <p>Person Responsible: Simon Pallett To be implemented by: 31 Oct 2019</p>	<p>I = 3 L = 2 6</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>Risk Review Overdue: If(IsNull(Fields.RiskReviewOverdue, "")=" ", 'No', Fields.RiskReviewOverdue) Review Required From: 29 Feb 2020\r Latest Review Date: 09 Jan 2020 Latest Review By: Phil Brown Last Review Comments: Need to re-describe risk as discussed at Risk Management Board</p>
---	--------------------	--	----------------------	--	---	---	--	--	--	--