

Risk 1: Delivery of the Adult Social Care (ASC) Transformation Programme

Risk Owner: Executive Director of People (Adults)

<p>Description:</p> <p>If the adult social care transformation programme does not deliver changes in a timely and effective way there will be a negative impact on quality of service with residents directly affected, savings will not be achieved and a balanced budget will not be delivered.</p> <p>Consequence:</p> <p>Increasing number of people waiting for assessment, service or review. Increasing number of safeguarding cases. Provider failures and reduced quality. Demand increasing. Use of agency increasing.</p> <p>Budget not balanced, savings not delivered, cost and price increasing.</p> <p>Health funding to support the changes may be withdrawn</p>	<p>Current Controls:</p> <ul style="list-style-type: none">➤ Adult social care business case and implementation plans➤ Adult social care transformation board – reporting into recovery and renewal board➤ Tracking of actions and savings➤ Support and challenge from People Too consultant partners➤ Better Care Fund (BCF) additional contribution to ASC confirmed. Additional income of £0.75m for 21/22 and £0.46m for 22/23 <p>Actions Required:</p> <ul style="list-style-type: none">➤ Manage increased income from client contributions – by end of March 22 by Marc Gadsby Based on the Financial Assessment and Charging Workstream, live from July:<ul style="list-style-type: none">New Client invoices raised to the value of £275,000Backdated invoices raised the value of £775,000Debt collected to the value of £382,000Our target linked to this workstream is £300k for this year.➤ Deliver the workstream actions in the adult social care transformation programme by end of March 23 by Marc Gadsby and Jane Senior - Good progress being made – monthly reporting of progress to ASC transformation programme board, monthly project report to Exec Board
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	and weekly financial tracking progress to lead members and directors.
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	5	4
Impact	3	3	2
Score	18	15	8

Date last updated: 9th February 2022

Risk 2: Covid Pandemic

Risk Owner: Executive Board

<p>Description:</p> <p>Further waves of covid infections overwhelm our ability and /or our partners ability to provide services to required standards and staff continue to work under this pressure.</p> <p>Consequence:</p> <p>Increased demand on health and care systems. resulting in system pressures that impact ability to transform services or provide value for money and service quality.</p> <p>Increase in death rate and long term conditions arise which increasing demand on council services</p> <p>Significant impact on workforce availability due to illness</p> <p>Schools and local businesses impacted – closures</p> <p>Stretched council resources to manage the work</p> <p>Staff wellbeing and health deteriorates</p> <p>Additional unforeseen costs arise due to continuing impact of pandemic.</p>	<p>Current Controls:</p> <ul style="list-style-type: none"> ➤ Slough Local Outbreak Management Plan ➤ Weekly covid silver ➤ 3 x weekly outbreak meeting ➤ 1 x weekly partner outbreak meeting ➤ Local contact tracing in place ➤ Use of covid grants ➤ Continue efforts to increase vaccination rates ➤ Revision of local covid plan ➤ Revised contact tracing plan ➤ Staff wellbeing <p>Actions Required:</p> <ul style="list-style-type: none"> ➤ Agreement on priority use of covid grants -Silver command ➤ Priority areas for spend confirmed in revised Local Outbreak Management Plan – regular monitoring of covid grants and expenditure ongoing. ➤ Return to workplace hybrid working policy
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	5	4	3
Impact	4	4	3

Score	20	16	9
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Date last updated: 9th February 2022

Risk 3: Temporary Accommodation

Risk Owner: Executive Director of Place and Community

<p>Description:</p> <p>If we fail to manage the increasing demand for temporary accommodation it will cost us financially and damage our reputation.</p> <p>There are financial and reputational risks arising from the increasing demand for temporary accommodation. We have increasing numbers of UK nationals presenting as homeless now that evictions are being allowed. We have pressure to receive asylum seekers – currently 300 asylum seekers are in the borough awaiting immigration status and further to this the UK has specific commitments to Hong Kong and to Afghanistan and has “bridge head” infrastructure in place in Slough as a result of our existing cohort of asylum seekers</p> <p>Consequence:</p> <p>Budget pressure</p>	<p>Current Controls:</p> <ul style="list-style-type: none"> ➤ Housing Needs officers are being supported in taking an appropriate approach when assessing eligibility for temporary accommodation (number of units) ➤ Temporary Accommodation officers are being supported in negotiating better rates (cost/unit) with landlords and other housing providers <p>Actions Required:</p> <ul style="list-style-type: none"> ➤ Ensure our approach seeks out and replicates best practice. ➤ Additional landlords to be found to increase supply and force down cost/unit
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	4	3
Impact	3	3	2
Score	18	12	6

Date last updated: 12th November 2021

Risk 4: Disposal of Assets

Risk Owner: Executive Director Place and Community and Director of Finance

<p>Description:</p> <p>If we don't dispose of sufficient assets to realise capital receipts we will be unable to:</p> <ul style="list-style-type: none">➤ finance the anticipated capitalisation direction and➤ to allow the Council's external borrowings and debt charges to be reduced <p>Consequence:</p> <p>Without a programme of asset disposals to finance reduction of external debt, the Council's external borrowing per head of population will remain one of the highest in the UK and debt charges will increase to a significant proportion of the net revenue budget.</p> <p>Without significant asset disposals the Councils long term financial position is not sustainable and will compromise the Council's ability to:</p> <ul style="list-style-type: none">➤ set a balanced budget and➤ provide existing levels of services in the future.	<p>Current Controls:</p> <p>Appointment of external support to advise and manage the programme of asset disposals as approved by the Cabinet report on 20 September 2021.</p> <p>Cabinet report 20 September 2021 sought permission to (1) progress with an orderly asset disposal programme (2) use receipts generated from these disposals to minimise new external borrowing and where possible repay existing short-term loans (3) obtain external support in terms of capacity and expertise to manage the programme of asset disposals.</p> <p>Final stages of procurement process is underway including the two week cooling off period and signing of the contract, with work due to start in March.</p> <p>Alongside this work there has been progress in locating the deeds for all assets to ensure they are up to date and will be required for any assets to be disposed of.</p> <p>The supplier is confident that the asset disposal programme of work can achieve the anticipated capital receipts in line with the report that went to Cabinet in September.</p> <p>Actions Required:</p> <p>(1) Formal appointment of successful bidder</p>
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	(2) A strategic overview of the council's asset portfolio to identify assets suitable for disposal, whilst maintaining the council's ability to deliver services. Recommend packaging of assets into disposal lots so the council can obtain best consideration
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	3	3
Impact	4	4	4
Score	24	12	12

Date last updated: 16th February 2022

Risk 5a: Financial sustainability**Risk Owner:** Director of Finance

<p>Description:</p> <p>In March 2021 the Council requested Exceptional Financial Support from the Department for Levelling Up, Housing & Communities (DLUHC) in respect of the financial year 2021/22 to help it balance its budget. DLUHC agreed in-principle to provide support and commissioned CIPFA to undertake an independent and detailed financial assurance review of Slough Borough Council (the Council). Since the original capitalisation request for 2021/22 of up to £15.2m, the Council has identified further very substantial liabilities for previous years, which the Council is unable to meet from its reserves. These past liabilities also impact substantially on the financial position for the Council in the current financial year and beyond</p> <p>The S151 officer issued a statutory S114 notice in July 2021, outlining then estimated total potential liabilities across the Council of some £174m up to 2024/25, which had not been accounted for hitherto. As recognised by CIPFA in its report in October 2021, there was a high likelihood that this figure could grow, and this has proven to be the case. The latest forecast is that the Council will need an unprecedented level of support of a capitalisation direction of a base case of circa £223m to 31 March 2022, with a further £84m for 2022/23 in order to sustain it for this period and allow it to set a balanced budget for 2022/23. Initial forward planning indicates that a further £172m will be needed for the period to 2028/29. These figures assume that the Council can</p>	<p>Current Controls:</p> <p>The Council will be receiving a series of budget reports at its meeting on the 10th March. These will include:</p> <ul style="list-style-type: none">Revenue budgetCapital programmeTreasury managementS25DSGCouncil Tax Support <p>These reports are in the final stages of preparation and will include a wide range of proposals that will set a new start for the Council moving forward which will be considered by Cabinet on the 9th March and Council on the 10th March</p> <p>Actions Required:</p> <p>The Council needs to balance its immediate budgets for:</p> <ul style="list-style-type: none">2021/222022/23 – when agreed by Council <p>And prepare its budget for 2023/24 by May 2022</p> <p>The immediate actions include:</p>
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<p>deliver circa £20m per annum of recurrent incremental savings. This will be addressed by Cabinet on the 9th March</p> <p>The Council’s financial position has been the subject of regular briefings to members and DLUHC throughout 2021/22. The seriousness of the financial situation and how the Council found itself in this position remain of significant concern. This has been acknowledged and a financial recovery plan agreed. Whilst the current request of Government is unprecedented it has to be noted that the accounts and audits of the 2018/19 (including eight prior period adjustments), 2019/20, 2020/21 and 2021/22 accounts are yet to be completed, further prior period issues have since been unearthed and it is very likely that more may be uncovered during the continuing closure of the accounts process</p> <p>Consequence: In the medium to longer-term the Council cannot become a financially self-sustaining council without considerable Government support. The availability of significant future support is a key assumption underpinning the 2022/23 budget and will be for several future years</p>	<ul style="list-style-type: none"> ➤ Continue to manage 21/22 budget ➤ Ensure 22/23 budget savings can be delivered ➤ Work up options for 23/24 savings <p>Training: Programme of officer training has commenced Development of member training programme and support on financial matters</p>
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	4	1
Impact	6	5	4
Score	24	20	4

Date last updated: 14th February 2022

Risk 5b: Accounting

Risk Owner: Director of Finance

Description:	Current Controls:
<p>The accounts and audits of the 2018/19 (including eight prior period adjustments), 2019/20, 2020/21 and 2021/22 accounts are yet to be completed, further prior period issues have since been unearthed and it is very likely that more may be uncovered during the continuing closure of the accounts process</p> <p>As has been reported to Council recent work on the 2018/19 accounts has identified that all the core statements, group accounting statements and 60% of the notes will need to be restated and work is ongoing on undertaking this. This will then form a solid base to take forward work on the 2019/20 and 2020/21 accounts</p> <p>In more detail the three issues with the 2018/19 accounts identified at the Audit and Governance Committee in May 2021 ie that:</p> <ul style="list-style-type: none">• the appeals provision was understated because a business rates appeal had not been provided for;• long-term debtors were overstated because a loan to Slough Children's Trust had not been impaired for non-payment; and• agreeing a way forward regarding the understatement of minimum revenue provision (MRP) for the period 2016/17 to date.	<p>The Council is operating a structured and well tested method for preparing its accounts using a whole team approach involving as many of the existing finance team as possible in order to upskill permanent members of staff and to spread the workload. This reflects that a number of key finance staff are likely to be heavily involved in other tasks such as the expenditure control panels</p> <p>The standard approach is that individual officers have been assigned a disclosure note to prepare (the preparer) and that each disclosure note will be subject to first line QA review by a reviewer. Given that some staff assigned a review role may be unfamiliar with undertaking QA review, then all work be subject to second line QA review. This will ensure that both the quality is maintained and the first line reviewer and the preparer understand the standard that the Council is aiming for</p> <p>For the 2019/20 and 2020/21 accounts standard closing folders for both years have been set up with folders for each core statement and disclosure note</p> <p>All working papers are being filed on these folders so that there is a clear trail back from the accounts to centrally filed working papers rather than information filed on personal folders which seems to have been the experience in the past</p>

<p>have been followed up and completed and will result in:</p> <ul style="list-style-type: none"> • the appeals provision being increased by £4.5m in 2018/19; • the loan to Slough Children’s Trust being impaired by £2.4m; • a prior period adjustment of £27m in respect of understated MRP has been calculated for the period to 31/3/2018 and a further understatement of £6m in 2018/19. i.e. MRP was understated by £33m to 31/3/2019. The cumulative understatement of MRP to 31/3/22 is £69m. <p>In addition to these previously identified issues, work on the accounts has recently identified the following further matters:</p> <ul style="list-style-type: none"> • £13m of s.106 contributions recognised as capital grants unapplied in 2016/17 will need to be restated as a long-term creditor, because the conditions associated with the agreements had not been met, therefore the contributions had been incorrectly recognised as income; • a lease for a plot of land to be used for an Extra Care Home development had been incorrectly accounted for as follows: <ul style="list-style-type: none"> a) lease rental payments of £2m had incorrectly been capitalised even though ownership of the land did not transfer to the Council. Consequently the payments should have been charged to revenue and a prepayment recognised in 2019/20; 	<p>For each core statement and disclosure note standard template workbooks are being used to collate information and produce the relevant disclosure. The purpose of using the standard template workbooks is to ensure there is a clear audit trail between the information reported in the accounts back to source documentation, and to provide clear evidence of quality assurance in the accounts preparation process</p> <p>Each accounts workbook is structured with the following: a) summary sheet to collate and summarise the work done and containing hyperlinks to supporting information b) QA checklist – a standard checklist to evidence the QA, each checklist is tailored to the individual disclosure note c) review sheet for the reviewer to document their review and the preparer to use to respond to queries raised through the review process d) disclosure checklist – an extract from the CIPFA Accounts Disclosure checklist to ensure that the disclosure meets Code requirements e) analytical review to compare the current year with the previous one and seek explanations for variances over £1m; f) Grant Thornton (GT) expected paper checklist – an extract from GT’s expected working paper list relevant to the disclosure or core statement linked to the information requested; g) disclosure note; h) supporting working papers – which may be in the same workbook or hyperlinked files</p> <p>For 2018/19, the standard working paper filing system will be used and populated with the existing working papers. Discussions with external audit highlighted that although GT had provided an expected working paper checklist for the 2018/19 audit, the Council’s finance team did not complete this. Consequently, most of the working papers used to support the final accounts for 2018/19 had to be requested</p>
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<p>b) as a result of the cancellation of the capital project in 2021, £0.6m of development costs currently charged to assets under construction will have to be written off to revenue and have been added to the capitalisation direction;</p> <p>c) also as a result of the cancellation of the project, a £4.5m provision has to be recognised for an onerous contract in respect of the remaining 40 year term of the contract.</p> <ul style="list-style-type: none"> a number of cases where accruals have not been raised including: <ul style="list-style-type: none"> a) £2.2m of capital expenditure relating to 2019/20 but paid in 2020/21; and b) £1m of DSG-related expenditure paid in 2021/22 but relating to 2020/21. 132 assets misclassified as investment properties but which are operational assets. Correcting the misclassification will alter the asset values which is currently being worked through. officers have reconciled the asset register to the housing management system for council dwellings for the years 2018/19 to 2020/21. This has identified minor discrepancies between the two systems and work is ongoing to identify the causes and rectify these. This does not have a material impact on the accounts. an exercise has been undertaken to review all provisions and contingent liability disclosures for completeness. 	<p>individually by GT and were supplied to them via GT's audit software – Inflo</p> <p>A review of the 2018/19 working papers on the Council's X: drive does not readily show a suite of working papers pulled together for GT. A copy of the working papers provided to GT has been requested from them so that the Council has a record and can see what was provided, and from what source</p> <p>For all three years main accounts, the Council will be moving away from the Big Red Button approach which the Council had been using in previous years. Instead, the Council will use a model with in-built validation checks which has been used before. The format will be A4 landscape and thus easier to view on-screen which is the way most users of the accounts view the annual statement of accounts</p> <p>Clearly this will mean restating the draft 2018/19 Statement of Accounts into the new format, but the 2018/19 accounts will be subject to triage to provide assurance for the s.151 officer. Restating the accounts will form part of that triage and enable us to draw out underlying issues</p>
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This has identified a number of provisions which had not been identified:

a) £2.6m provision for refunds to tenants arising for the Thames Water v Southwark case;

b) Bad debt provisions had not been reviewed for some time and were materially understated. Work is ongoing, but the initial indication is that bad debt provisions in respect of General Fund items have been understated by £11m.

- four loan repayment instalments for a loan to a school had not been collected totalling £28,000 in the two years since the loan was advanced. Processes are being established to ensure collection is made automatically and that this does not recur.
- a review of the arrangements with SUR LLP indicates that loan notes in respect of land optioned to SUR for the Old Library Residential site will have to be impaired by £0.4m, because the scheme is unlikely to make a profit. Currently the senior debt loan of £9.7m is not thought to be at risk of impairment.

As part of embedding improvements in the Council's accounting processes:

- a detailed programme of technical training for Finance staff was completed in November to bring staff up to date with technical developments and the new working paper templates for final accounts.
- regular two weekly meetings are being held with Grant Thornton to discuss technical accounting issues as they arise

Actions Required:

The immediate actions are to prepare and have audited accounts from 2018/19 to 2020/21 and then 2021/22

To feed the outcome of these accounts into the Council's forward financial planning

To design a structure for the permanent Slough finance team

and agree a way forward as part of the closedown process. This should reduce delays once the audit of the accounts commences.

Consequence:

The Council has no properly prepared or audited financial base line since 1 April 2018 and thus has challenges preparing its budgets and financial planning going forward

It has also not fulfilled its requirements to properly account for its stewardship of public monies

It will face increased external audit fees and is having to have its staff spend a great deal of time “looking backwards” rather than planning forwards

	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	2	1
Impact	6	5	4
Score	24	10	4

Date last updated: 14th February 2022

Risk 5c: Financial processes

Risk Owner: Director of Finance

<p>Description:</p> <p>Many of the Councils financial processes are not fit for purpose. These include by way of example:</p> <ul style="list-style-type: none">➤ financial systems – the Agresso system is not fully used or documented➤ financial capacity and skills – the number and skills of permanent staff in the team have in some cases considerable room for improvement➤ financial processes – basic processes such as reconciliations are not documented or upto date➤ insurance and other provisions were inadequate <p>Consequence: Breach of statutory duties Section 114 notice No recent accounts Challenges setting budgets</p>	<p>Current Controls:</p> <p>Specialist resources have been brought in to understand the nature and scale of the problems and to address them</p> <p>Finance action plan reported to full Council for each meeting (with the exception of March when the budget papers will be tabled)</p> <p>Finance and Commercial service business plan has been developed to ensure future sustainability of the service.</p> <p>Actions Required:</p> <p>The finance action plan which is reported to Council as noted above sets out in detail the current position at each meeting on these issues and the actions being taken</p>
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	3	1
Impact	6	5	4
Score	24	15	4

Date last updated: 14th February 2022

Risk 6: The Council does not take adequate mitigation to reduce the risk of injury or death from incidents within the Council

Risk Owner: Director of Finance

<p>Description:</p> <p>If the Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of staff and citizens</p> <p>Key potential causes are:</p> <ul style="list-style-type: none">➤ Lack of understanding of roles and responsibilities➤ Insufficient staff numbers to carry out work plans in a safe way.➤ Budget pressures resulting in inability to provide correct equipment➤ Lack of appropriate training.➤ Lack of oversight and control by local management.➤ Lack of information on the potential or known risks i.e. through lack of reporting➤ Lack of learning from previous lessons➤ Inadequate contract management arrangements. H&S legislation states you are still liable even if contractors undertake work.➤ Lack of effective processes and systems consistently being applied.➤ Health and Safety Policies are not kept up to date.➤ Lack of accountability and governance arrangements <p>The risk of injury or death is from high-risk activities:</p> <ul style="list-style-type: none">➤ lone working and violence➤ use of machinery	<p>Current Controls:</p> <ul style="list-style-type: none">➤ Health & Safety (H&S) professionals and advisers in post➤ A health and safety management system (policy and codes of practice) in place. These are regularly reviewed and updated and clearly communicated and placed on SBC insite➤ Corporate health & safety strategy (2018-2021) in place with directorate plans dovetailing➤ Accident reporting system and procedure in place and communicated. Investigations occur and are reported.➤ Health & safety training programs in place, available face to face and on line. Mandatory training identified and in place.➤ Lone worker In-check and personal safety devices in place➤ Monitoring of health & safety indicators at Health & Safety Committees (bimonthly) and Health & Safety Board (quarterly).➤ Trade Union consultation with health and safety trained representatives present➤ Compliance monitoring 'Building Compliance Group' (monthly)➤ Audit program <p>Actions Required:</p>
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- inadequately managed buildings
- inadequate contract management

Consequence:

Death/injury to individuals and/or non-compliance with relevant legislation resulting in prosecution and civil claims.

- Online accident reporting for accurate monitoring and tracking. Business case will be submitted in April 2022.
- Monitoring of actions from risk assessments, accidents and audits to ensure lessons are learnt and actions are implemented through an online system. Business case will be submitted In April 2022.
- Health & safety team auditing high risk areas of the council: asset management, environmental services, strategy and infrastructure and lone workers. Lower risk areas to self audit post Transformation Executive Board approved new audit format in November 21 following report from Health & Safety Board. Self-audits to be completed after Corporate Consultative Forum meeting on March 7th 2022
- Gap analysis of training needs, provision and uptake. Work commenced with Workforce Development in identifying risk assessment and accident investigation training. All managers and staff encouraged to complete mandatory H&S on line training via communications issued to all staff and managers. All managers have been provided with instructions on how to determine the compliance status of staff.
- New corporate strategy to be developed for 2022 onwards and directorate plans to be developed H & S Board has requested a new strategy and this will be presented to Corporate Leadership Team (CLT) in March 2022

	Inherent Risk	Residual Risk	Target Risk
Likelihood	5	3	3
Impact	4	4	2

Score	20	12	6
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Date last updated: 14th February 2022

Risk 7: Elections and Electoral Registration

Risk Owner: Monitoring Officer

<p>Description:</p> <p>Failure to deliver elections and maintain the electoral register leads to a challenge of an electoral outcome:</p> <ul style="list-style-type: none"> ➤ Insufficient resources provided to Electoral Registration officer (ERO) to deliver a comprehensive canvass & the Returning Officer to deliver the elections. ➤ Failure of IT systems to maintain the electoral management system ➤ Failure to follow legislative and regulatory requirements. <p>Consequence:</p> <ul style="list-style-type: none"> ➤ Disenfranchisement of local residents. ➤ Potential to challenge any election which relies on an incomplete or inaccurate register. ➤ Failure of local authority in its duty to provide sufficient resources & funding to the Returning officer/Electoral Registration officer. ➤ Loss of polling places & count venue ➤ Reputational damage. ➤ All matters pertaining to elections are the personal responsibility of the RO and any failings would give rise to personal liability 	<p>Current Controls:</p> <ul style="list-style-type: none"> ➤ Project plan including detailed risk register ➤ Documented internal procedures ➤ Monitoring by Electoral Commission through appropriate performance standards & surveying ➤ Adequate insurance (Returning officer - personal liability) ➤ IT reserve high level on-call ➤ Adequate insurance cover is in place for the RO, with a nil excess <p>Actions Required:</p> <ul style="list-style-type: none"> ➤ Adequate staffing to ensure canvass is completed in the Autumn. (Electoral staff & canvassers). ➤ Follow the guidance and steps provided by the Electoral Commission to maintain the register. ➤ Provide reporting & statistics on the management of the register for accuracy and completeness. ➤ Ensure plans are in place early to manage the delivery of any election and adequate resourcing. ➤ Core staff put in place to deliver the elections. ➤ Staffing the election - resources need to be put in place early to ensure staffing for all aspects of the election. ➤ Polling places booked early.
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	3	2

Impact	4	4	3
Score	16	12	6

Date last updated: 14th February 2022

Risk 8: Recovery and Renewal Plan

Risk Owner: Executive Board

<p>Description:</p> <p>The Council has a wide range of recovery and renewal actions to undertake arising from the various reports it has recently received</p> <p>A major focus at the moment across the Council is the completion of functional assessments by all services identifying gaps in capacity and capability to inform the construction of then costed plan action plans</p> <p>The requirements is to in the first three months prepare and agree an Improvement Plan to the satisfaction of the Commissioners (which may include or draw upon improvement or action plans prepared before the date of these Directions), with resource allocated accordingly and, as a minimum, the following components:</p> <p>An outline action plan to achieve deliver financial sustainability and to close the long-term budget gap identified by the Authority across the period of its medium term financial strategy (MTFS)</p> <p>An action plan to achieve improvements in relation to the proper functioning of democratic services, to include rapid training for council officers, a revised term of reference for the Audit and Corporate Governance Committee, and the agreement of an Annual Governance Statement for 2020-21</p>	<p>Current Controls:</p> <p>The Corporate Leadership Team is preparing the response to these requirements using a template designed to assist with this</p> <p>The returns are then being shared between colleagues and held corporately in order to allow a comprehensive corporate plan to be drawn up</p> <p>Actions Required:</p> <ul style="list-style-type: none">Complete review of all functionsCosted improvement plans to followPrioritisation of ongoing services and service levelsSale of assetsDownsizing of the CouncilInvestment in services that allow the Council to function safelyReprioritised digital and ICT improvement programmeData and Insight to support service delivery and decision making
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<p>An action plan to achieve improvements in relation to the proper functioning of the scrutiny function, to include a review of the Council strategic risk register to make it fit for purpose</p> <p>An action plan to achieve improvements in relation to the proper functioning of internal audit, which addresses outstanding management actions and includes the commissioning of an independent review of the internal audit contract and a fully costed plan for establishing an internal audit function that reflects best practice</p> <p>An action plan to achieve improvements in relation to the proper functioning of the procurement and contract management function, which includes an independent review</p> <p>An action plan to achieve improvements in relation to the proper functioning of the Authority's IT</p> <p>A suitable officer structure and scheme of delegation for the Authority which provides sufficient resources to deliver the Authority's functions in an effective way, including the Improvement Plan and its monitoring and reporting, prioritising permanent recruitment and/or longer- term contract status of interim positions</p> <p>Other matters are related to the overall recovery and renewal plan and reported elsewhere – such as asset sales, budget and accounts preparation etc</p>	
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<p>Consequence:</p> <p>Preparing these plans will set the Council on its way to recovery from its current position</p>	
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	5	3
Impact	4	3	2
Score	24	15	6

Date last updated: 14th February 2022

Risk 9: Business Continuity and Emergency Planning

Risk Owner: Director of Finance

<p>Description:</p> <ul style="list-style-type: none">➤ The Council has a framework that can be utilised by the emergency planning team to respond to both a major incident and business continuity interruption. The risk identified here is if there was no Emergency Planning team in place to respond then the Council will lose its resilience to respond to the emergency. However, it should also have to support this a Business continuity plan and a Major Incident Plan for people to utilise to follow in an emergency should the EP team not be available. <p>Consequence:</p> <ul style="list-style-type: none">➤ Failure to have an Emergency Planning Team will place the Council at risk of being unable to continue its business should a serious event cause disruption or an emergency occurs.	<p>Current Controls:</p> <ul style="list-style-type: none">➤ Emergency planning and business continuity lead in place on an acting up arrangement➤ There are managers who are aware of the emergency planning and business continuity process. See details below regarding a refresh.➤ Assistance support is provided to officers that are leading Business Continuity in their service areas in how to complete the necessary documentation ie Business Impact Assessments.➤ Have sufficient officers (Local Authority Liaison Officer (LALO) and Rest Centre Managers (RCM)) who can be utilised in an emergency for now.➤ The role of Major Incident Managers has been moved to the Emergency Planning Team and the Associate Directors will now be Council Operations Silver and Emergency Operation Centre (EOC) Managers when required. <p>Actions Required:</p> <ul style="list-style-type: none">➤ To implement a plan to review business continuity management in response to the organisation restructure and the availability of the IT disaster Recovery will assist and support this process. -➤ Training will commence following the completion of all plans (Major Incident Plan and Business Continuity
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	<p>Plan). Training is ready to launch and will be online and face to face for managers.</p> <ul style="list-style-type: none"> ➤ We require the slight increase to LALOs, RCMs and a crucial need for Response Support Staff for the Emergency Rest Centres and the EOC. ➤ Appoint to the backfill for the Emergency Planning Officer
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	5	3
Impact	4	4	2
Score	24	20	6

Date last updated: 14th February 2022

Risk 10: Service delivery risk due to workforce recruitment and retention issues

Risk Owner: Director of Finance

<p>Description:</p> <p>The Council is unable to deliver services for our residents because of the inability to recruit and retain staff, including the right calibre of staff in specialist roles. This is also applicable to Slough Children First.</p> <p>Consequence:</p> <ul style="list-style-type: none">➤ A higher reliance on agency staff has a direct impact on budgetary pressures➤ Significant numbers of interims in leadership roles leads to staff uncertainty about future sustainability and continuity of management➤ Higher costs due to cost of recruitment to replace staff who have left➤ Loss of corporate memory leads to inefficiencies and additional costs➤ Staff turnover includes hard to fill posts which has an impact on workloads in teams and increases staff absences, wellbeing and resilience➤ Employee disengagement leading to reduced productivity➤ Failure to maintain required levels of service delivery affecting our residents, especially statutory obligations➤ Reduced staffing levels will impact the quality of service being provided	<p>Current Controls:</p> <ul style="list-style-type: none">➤ Engagement with the workforce through regular communications and briefings to provide reassurance to staff of the development and then progress of the recovery process, including trade union colleagues.➤ Process in place to fill vacancies in transitional structure where risk areas have been identified➤ Slough Children First continue to invest to recruit a permanent workforce including overseas recruitment and apprenticeships <p>Actions Required:</p> <ul style="list-style-type: none">➤ Functional capability assessments to identify Workforce profile gap analysis to understand where gaps exist, and consider the affordability of the future operating model➤ Development of a recruitment and retention strategy, to align with the future operating model➤ Tracking of staff turnover rates to Corporate Leadership Team and to workforce committee and Board within Slough Children First - monthly➤ Development of communications plan for staff briefings➤ Appraisals and performance management of staff➤ Review of current pay and reward structure of the council➤ Tracking of specific issues through analysis of exit interviews➤ Slough Children First are implementing a recruitment and retention measures as per the business plan
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	4	2
Impact	4	4	3
Score	16	16	6

Date last updated 15th February 2022

Risk 11: Special Educational Needs and Disability (SEND) Local Area Inspection

Risk Owner: Executive Director People (Children)

<p>Description:</p> <ul style="list-style-type: none"> ➤ The SEND Local Area Inspection took place in September 2021. The report highlighted significant areas of weakness. ➤ The local area includes the local authority SEND services, Children’s Social Care and Health partners. ➤ The area is required to produce a Written Statement of Action (WSOA), which needs to highlight how we will address the areas of concern. This will need to be submitted to the Department for Education and approved by Ofsted and CQC. ➤ There is an approximate timeline of 18 months for improvements to be demonstrated in which Ofsted are likely to be back for inspection again. ➤ Staff turnover and absence is impacting significantly on delivery of SEND services <p>Consequence:</p> <ul style="list-style-type: none"> ➤ Reputational risk ➤ Failure to carry out statutory duties ➤ Vulnerable children not getting the full support they are entitled. 	<p>Current Controls:</p> <ul style="list-style-type: none"> ➤ Self-Evaluation Form needs updating in light of inspection findings ➤ Rapid Action Plan created by the LA will be replaced by the WSOA developed with all relevant partners ➤ Strategic oversight strengthened - Strategic board now meets every 6 weeks <p>Actions Required:</p> <ul style="list-style-type: none"> ➤ Review of current SEND staffing resources and plans to improve functioning of the team ➤ Implement, with all relevant partners, the WSOA when completed ➤ Implement Dedicated Schools Grant (DSG) recovery plan in partnership with the Department for Education (DfE) ➤ WSOA is in draft and will be submitted to Ofsted/CQC on 18th February 2022 ➤ Cabinet report on WSOA is being present on 21st February 2022 ➤ Interim staff required to cover absence and vacancies
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	6	5	2

Impact	4	3	2
Score	24	15	4

Date last updated: 14th February 2022

Risk 12: Cyber Security

Risk Owner: Director of Finance

<p>Description:</p> <p>Failure to adequately protect our information and technology assets against an attack specifically and deliberately (targeted), collectively as part of a wider attack or inadvertently by an internal actor breaching policy and procedures.</p> <p>Consequence:</p> <p><i>Worst case:</i> Temporary or permanent loss of access to some or all of SBC data and / or IT systems.</p> <p><i>Likely case:</i> (some of) loss of reputation in handling personal data, removal of access to PSN and DWP direct data connections, removal or penalties for bank payment handling and processing. Short term loss of access to data or systems.</p> <p><i>Best case:</i> Isolated incident with minimal or no data loss and no loss of access to IT systems.</p>	<p>Current Controls:</p> <ul style="list-style-type: none">• Procured membership of SEGWARP and other government alert agencies This provides regional alerting on vulnerabilities that SBC needs to be aware of / intelligence sharing / threats / policy development SBC have also registered with the Cyber Resilience Service for the south east to enable a regional approach to cyber alerting.• Ensure security patching is up to date and continues regularly. An interim resource has been engaged to check and apply security patching.• Periodic and regular 3rd party penetration testing. SBC procure the services of multiple security vendors to perform at least annual security testing and health check scans to ensure any exposed system is identified and rectified. The test for 2021 is approaching and is currently being commissioned and the scope for the test is being set.• Cyber Security support from market leading 3rd party. Softcat are contracted to provide additional cyber security support. This covers the following<ul style="list-style-type: none">○ Quarterly Security Controls Assessment○ Breach Assessment annually
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- Security Improvement Programme Leadership

Organisation and Execution of cyber essentials audit action plan. Actions to complete before the end of 2021

- Communications to staff has been increased through councils Newsround and subject specific emails in particular awareness on cyber security issues, including phishing emails, scam calls & data protection responsibilities.
- Documented and detailed security procedures have now been put in place for patching, testing and incident handling & testing of these is in progress
- DLUCH Funding obtained following application and workshops - £200k

Actions Required:

- Fund a continuous improvement programme for IT security hardware and software
- Remedial / Modernisation programme targeted security improvements under emergency funding and agreed with further proposal being prepared for March Cabinet
- Compliance - fortnightly monitoring audit actions

	Inherent Risk	Residual Risk	Target Risk
Likelihood	5	4	3
Impact	3	3	3
Score	15	12	9

Date last updated: 14th February 2022

Risk 13: Information Governance and General Data Protection Regulations (GDPR)

Risk Owner: Director of Finance

<p>Description:</p> <p>Failure to resource our ability to respond to GDPR legislation can incur significant fines and reputational damage.</p> <p>GDPR came into force in May 2018. There needs to be a corporate and local response to the implementation of GDPR</p> <p>The team that manages information governance lacks sufficient resource.</p> <p>GDPR 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:</p> <p>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 corporate reputation</p> <p>Civil claims for damages</p>	<p>Current Controls:</p> <p>There is an interim Data Protection Officer (DPO) assigned. The Act DPA2018 / GDPR only states that as a public authority SBC would need a named and nominated person to act as DPO. SBC has that person (IT business development manager)</p> <p>The interim group manager for IT is also experienced in GDPR and has fulfilled the role of Data Protection Officer previously in other organisations.</p> <p>GDPR training for new starters to minimise breaches of GDPR</p> <p>External review of compliance by Internal Audit</p> <p>Initial data mapping completed by SBC supported by RSM</p> <p>The council has updated its information governance policy in November 21 and this has been signed off by the IG board, the updated policy supports the process by which an organisation obtains and provides assurance that it is complying with its legal, policy and moral responsibilities in relation to the processing of information. Alongside this an IG Improvement plan has been developed and will be monitored through the Information governance board moving forward.</p> <p>Actions Required:</p>
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Draw together all aspects and issues of GDPR into one place, and establish a programme to confirm compliance or implement required controls where necessary.

Ensure appropriate funding is provided to enable a permanent DPO to be recruited though it should be noted the DPO is a function and not a role. The DPO would typically also have another function within SBC. This role will be addressed in the IT restructure providing the funding for the post is made available. The function of DPO is still held on an interim basis by the IT business development manager.

Internal Audit for GDPR undertaken in November 2021.

	Inherent Risk	Residual Risk	Target Risk
Likelihood	4	3	1
Impact	3	3	3
Score	12	9	3

Date last updated: 14th February 2022

Risk 14: Council Companies

Risk Owner: Director of Finance

<p>Description:</p> <p>If we fail to review the relevance and rationale for each of the Council's Companies, we open the Council up to potential financial losses, reputational damage and legal challenge.</p> <p>The Council has a number of subsidiaries and joint ventures to deliver a range of services or address specific issues. Given the Council's current financial and operational circumstances, and issues that have been identified to date, the rationale for continuing to have these companies needs to be reviewed.</p> <p>In addition, a wide range of governance, management, operational and financial issues have been identified over a number of years and not been addressed. These need to be (a) reassessed to reflect the latest available information relevant to the companies and (b) revised actions implemented. There is a risk of poor service delivery, ineffective decision making, poor oversight, poor value for money and additional reputational and financial risk for the Council (e.g. additional costs, non-repayment of loans, grant clawback)</p> <p>Consequence:</p> <ul style="list-style-type: none">➤ Additional financial pressure on existing Council budgets that are not within plan➤ Poor service delivery, especially in relation to housing, due to poor contract management and controls	<p>Current Controls:</p> <ul style="list-style-type: none">➤ Establishment of corporate oversight board for Slough Urban Renewal which may be expanded to include other companies➤ Appointment of new directors and senior responsible owners with clarity on roles and reporting➤ Regular Board meetings established at all active companies➤ Improved performance reporting to company Boards➤ Establishment of monthly financial reporting from key companies into the Council➤ Internal audit tracker for key issues to monitor progress through to issues getting closed down <p>Actions Required:</p> <p>A wide range of workstreams are underway with the immediate actions focused on:</p> <ul style="list-style-type: none">➤ Closing down all dormant companies➤ Ground Rent Estates 5 – execution of loan and new financial arrangements, including completion of conditions precedent for the Homes England Grant Funding Agreement; revised financial modelling and financial exposure review; resolution on main works programme; continue to support litigation proceedings; development of exit strategy; establish shareholder oversight group
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| <ul style="list-style-type: none"> ➤ Potential grant clawback across a range of companies which will have implications for the Council. e.g. James Elliman Homes, Ground Rents Estates 5 ➤ Reputational damage to the Council as a result of the failure of a number of high profile initiatives with a national interest. e.g. Nova House ➤ Key strategic sites are not developed – failure to achieve the Council’s strategic objectives and key outcomes. e.g. Slough Urban Renewal | <ul style="list-style-type: none"> ➤ James Elliman Homes – complete options review (led by Local Partnerships); Council-led review of service level agreement arrangements including operations, management and finances and implementation of improvements, debt repayment plan; resolve grant allocation and council accounting matters re top-up payments; appoint new directors and establish shareholder oversight group; undertake review of rental levels across the portfolio. ➤ Slough Urban Renewal – Restructure the Council’s commercial relationship including de-risking and minimising cash outlay. Complete North West Quadrant due diligence/negotiations with Homes England and complete transaction/disposal; Slough Urban Renewal sites – agree revised relationship/investment principles, agree revised heads of terms, approve updated business cases for Montem/Wexham, execute transactional requirements/disposal; reinstate key governance required under the terms of the partnership agreement and obtain approvals for revised business cases/plans ➤ DISH – establish regular performance reporting to the Board, commence high level options review to explore the potential of transferred DISH properties into the HRA, commercial review of DISH lease, preparation of a service level agreement to reflect the services the Council is providing. |
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	Inherent Risk	Residual Risk	Target Risk
Likelihood	5	4	3
Impact	4	3	2

Score	20	12	6
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Date last updated: 13th February 2022

6X4 Matrix guidance

Likelihood	Negligible Impact	Marginal Impact	Critical Impact	Catastrophic Impact
Very High	6	12	18	24
High	5	10	15	20
Significant	4	8	12	16
Low	3	6	9	12
Very Low	2	4	6	8
Almost impossible	1	2	3	4

Assessing the SEVERITY/ IMPACT of a risk

Severity is assessed on a scale of Negligible to Catastrophic indicating increasing seriousness. The impact is assessed looking at credible scenarios (taking prevailing circumstances into consideration) and looking forward to the risks that arise from these scenarios.

The **examples** against each category are for your guidance and should be thought of as the consequences that would be likely to occur if things were left to go out of control.

The **examples** detailed below will help ensure a consistent approach.

	Negligible	Marginal	Critical	Catastrophic
	1	2	3	4
Economic /Financial	Financial impact up to £50,000 requiring virement or additional funds	Financial impact between £50,000 and £500,00 requiring virement or additional funds	Financial impact between £500,000 and £1,000,000 requiring virement or additional funds	Financial impact in excess of £1m requiring virement or additional funds
Political	Could have a major impact one departmental objective but no impact on a Council strategic objective	Could have a major impact on a Departments objective with some impact on a Council strategic objective	Council severely impact the delivery of a Council strategic objective	Council would not be able to meet multiple strategic objectives.
Health & Safety	Reduced safety regime which if left unresolved may result in minor injury	Minor injuries	1 death or multiple serious injuries	Multiple deaths
Environment	Minimal short-term/temporary environmental damage	Borough-wide environmental damage	Major long term environmental damage	Very severe long term environmental damage.
Legal/Regulatory	Minor breach resulting in small fines and minor disruption for an short period	Regulatory breach resulting in small fines and short term disruption for an short period	Minimal CMT but major departmental management effort required	Very severe regulatory impact that threatens the strategic objectives of the Council

	Negligible	Marginal	Critical	Catastrophic
	1	2	3	4
Management inc Contractual	Minimal contract management required	Minimal departmental but major contract management required	Minimal CMT but major departmental management effort required	Major CMT management effort would be required

Assessing the LIKELIHOOD of a risk occurring

The LIKELIHOOD of the risk occurring is estimated on the basis of historic evidence or experience that such situations have materialised or are likely to.

The table gives example details of how the likelihood is assessed.

The likelihood needs to be assessed in terms of has it happened before and is it expected to happen in the near future

Almost Impossible	Very Low	Low	Significant	High	Very High
1	2	3	4	5	6
Less than 10%	10 – 30%	30 -50%	50-70%	70 – 90%	More than 90%
Event may occur only in exceptional circumstances	Event will occur in exception circumstances	Event should occur at sometime	Event will occur at sometime	Event may occur only in most circumstances	Event will occur only in most circumstances