

**TO: GOVERNANCE AND AUDIT COMMITTEE
31 JANUARY 2018**

**STRATEGIC RISK UPDATE
Head of Audit and Risk Management**

1 PURPOSE OF REPORT

1.1 This report presents the updated Strategic Risk Register.

2 EXECUTIVE SUMMARY

2.1 The Strategic Risk Register is updated and reviewed by the Strategic Risk Management Group (SRMG) on a quarterly basis and by the Corporate Management Team (CMT) at least twice a year in accordance with the Risk Management Strategy. Given the Register was still at an embryonic stage following reformatting to include risk appetite, CMT have been reviewing the Register quarterly to date this year. The last update was at SRMG in November and CMT in December.

3 RECOMMENDATION

3.1 **To provide feedback on the completeness of risks and appropriateness of risk scores including the score for risk appetite in the Register attached at Appendix 1.**

4 REASONS FOR RECOMMENDATION

4.1 To ensure the Strategic Risk Register accurately reflects the Council's risks.

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 There are no alternatives.

6 SUPPORTING INFORMATION

Update of Strategic Risk Register

6.1 The Register was reviewed by SRMG on 27th November 2017 and by CMT on 20th December 2017.

6.2 Key changes in the updated Register are:

- A reduction in the Finance risk to reflect reduced budget pressures, making this now an amber rather than red risk.
- The combining of risks that a) jobs in the town centre impact on Council and Council contractors ability to recruit and b) loss of key staff
- Reducing the risk on school places as proposals are now being put forward hence reducing this from red to amber.
- To remove the risk on the Coral Reef project which has now been delivered
- Reducing the safeguarding risk following the outcome of the OFSTED inspection hence reducing this from red to amber.

- The risk on IT has been reframed to focus on the IT Strategy implementation and now incorporates cyber risks.
- With respect to the risk on the Binfield Learning Village, it is expected that the next monthly report on the programme will indicate it is no longer a red risk. If this is confirmed, CMT's view is that the project will continue to be closely monitored by CMT acting as the Programme Board but should not be included in the Strategic Risk Register.

6.3 Risk owners will be asked to provide an update on action to address risks once the risks have been agreed by CMT.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

7.1 There are no specific legal implications arising from the recommendations in this Report.

Borough Treasurer

7.2 No direct financial implications

Equalities Impact Assessment

7.3 Not applicable.

Strategic Risk Management Issues

7.4 A robust Strategic Risk Register that is a complete and up to date record of the significant corporate risks is essential for effective risk management, enabling the Council to prioritise resources to identify and implement actions to address the threats to the achievement of the Council's objectives and make informed decisions

8 CONSULTATION

Principal Groups Consulted

8.1 SRMG and CMT.

Method of Consultation

8.2 At the SRMG and CMT meetings on 27 November and 20th December 2017 respectively.

Representations Received

8.3 Not applicable.

Contact for further information

Sally Hendrick – 01344 352092
sally.hendrick@bracknell-forest.gov.uk

STRATEGIC RISK REGISTER DECEMBER 2017

Strategic Theme 1: Value for money: Performance Measures : Spending is within budget																																								
Risk 1: Significant pressures on the Council's ability to balance its finances whilst maintaining satisfactory service standards		Risk Owner: Borough Treasurer																																						
<p>Risk Rating (Likelihood x Impact)</p> <p>Unmitigated 5 x 5</p> <p>Current Residual 3 x 4</p> <p>Appetite 2 x 4</p> <p>Potential Impact</p> <p>Strategic objectives and statutory duties not met Increased insurance claims/ legal costs/penalties.</p>	<table border="1"> <caption>Risk Rating Data</caption> <thead> <tr> <th>Quarter</th> <th>Unmitigated</th> <th>Current</th> <th>Appetite</th> </tr> </thead> <tbody> <tr> <td>Qtr4 15/16</td> <td>25</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr 1 16/17</td> <td>25</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr2 16/17</td> <td>25</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr3 16/17</td> <td>25</td> <td>12</td> <td>8</td> </tr> <tr> <td>Qtr 4 16/17</td> <td>25</td> <td>12</td> <td>8</td> </tr> <tr> <td>Qtr1 17/18</td> <td>25</td> <td>12</td> <td>8</td> </tr> <tr> <td>Qtr 2 17/18</td> <td>25</td> <td>16</td> <td>8</td> </tr> <tr> <td>Qtr 3 17/18</td> <td>25</td> <td>12</td> <td>8</td> </tr> </tbody> </table>	Quarter	Unmitigated	Current	Appetite	Qtr4 15/16	25	20	8	Qtr 1 16/17	25	20	8	Qtr2 16/17	25	20	8	Qtr3 16/17	25	12	8	Qtr 4 16/17	25	12	8	Qtr1 17/18	25	12	8	Qtr 2 17/18	25	16	8	Qtr 3 17/18	25	12	8	<p>Rationale for current score: Projected overspend due to adult and children social care pressures.</p> <p>Rationale for risk appetite Achieving a sustainable financial position is a core responsibility.</p> <table border="1"> <tr> <td>Current RAG rating</td> <td>Amber</td> </tr> </table>	Current RAG rating	Amber
Quarter	Unmitigated	Current	Appetite																																					
Qtr4 15/16	25	20	8																																					
Qtr 1 16/17	25	20	8																																					
Qtr2 16/17	25	20	8																																					
Qtr3 16/17	25	12	8																																					
Qtr 4 16/17	25	12	8																																					
Qtr1 17/18	25	12	8																																					
Qtr 2 17/18	25	16	8																																					
Qtr 3 17/18	25	12	8																																					
Current RAG rating	Amber																																							
<p>Current Actions (<i>What we are currently doing about the risk</i>)</p> <ul style="list-style-type: none"> • 4 year financial settlement in place • Efficiency plan in place signed off by full Council. • Transformation Board to deliver significant savings over the medium term. • Continuous engagement with Members regarding priorities • Medium term financial strategy will need to be continually monitored and reviewed • CIL governance processes and procedures established and prioritising spend in accordance with BFC Regulation 123 infrastructure list. Regular dialogue with Town and Parish Councils to come to an agreed accord on spending of CIL monies. • Approved capital spending plans are in place e.g. for Binfield Learning Village at Blue Mountain, the Commercial Property Investment programme.. These are built in to the Council's capital programme and are monitored. Regular updates going to CMT. 		<p>Further Mitigation (<i>what more should we do to reduce risk to our risk appetite level) and opportunities</i>)</p> <table border="1"> <thead> <tr> <th></th> <th>Officer responsible</th> <th>Target date</th> </tr> </thead> <tbody> <tr> <td>Medium Term Financial Planning</td> <td>Borough Treasurer</td> <td>Ongoing</td> </tr> </tbody> </table>		Officer responsible	Target date	Medium Term Financial Planning	Borough Treasurer	Ongoing																																
	Officer responsible	Target date																																						
Medium Term Financial Planning	Borough Treasurer	Ongoing																																						

Strategic Theme 1: Value for money: Performance Measures :The cost, quality and delivery mechanism of all services will be reviewed by 2019

Risk 2: Council unable to deliver the transformation programme due to:

- Difficulties in delivering individual projects
- Difficulties in tracking transformation changes
- Benefits/savings not being achieved
- Linkages between individual transformation projects and knock on effects across transformation projects not adequately identified and taken into consideration.

Risk Owner: Chief Executive

Risk Rating (Likelihood x Impact)

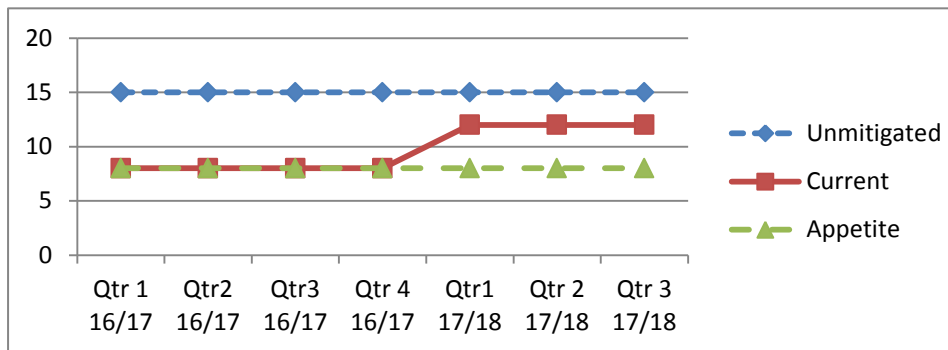
Unmitigated 3 x 5

Current Residual 3 x 4

Appetite 2 x 4

Potential Impact

Conflicting pressures between elements of the programme Core objectives/benefits not achieved. Statutory responsibilities not met



Rationale for current score:

Governance arrangements around the projects are robust and projects are generally on track but the consequences of failing to achieve the anticipated benefits would be critical ..

Rationale for risk appetite

Transformation process is in response to the need to make radical changes to service delivery to be sustainable moving forward and hence a high level impact is accepted but mitigated by a low tolerance for likelihood.

Current RAG rating Amber

Current Actions (What we are currently doing about the risk)

- Transformation Board and regular Transformation Board meetings
- Programme Manager
- Transformation Risk Register in place
- Separate risk registers set up for the significant transformation projects
- Regular Transformation team meetings include monitoring of dependencies
- Key dependencies escalated to the Board

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Clear map of programme of benefits of adults and children achieving targets	Directors of ASCHH/CYPL	Qtr 3 17/18
Development and implementation of dashboard report for complex transformation projects	Head of Transformation and Engagement	Qtr 4 17/18

Strategic Theme 1: Value for money: Performance Measure; Spending is within budget

Strategic Theme 6: Strong, safe, supportive and self reliant communities : Performance Measure: Safeguarding structures to safeguard children and vulnerable adults are well established.

Risk 3: Council and its outsourced providers are unable to recruit and retain staff at all levels together with loss of key Council staff through redundancy, retirements, etc. and managing services with reduced capacity and with staff resources re-allocated to the transformation programme

Risk Owner: CMT

Risk Rating (Likelihood x Impact)

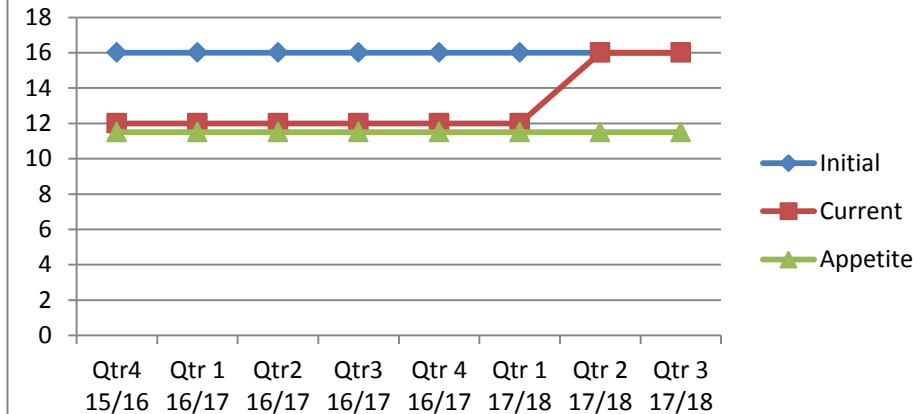
Unmitigated 4 x 4

Current Residual 4 x 4

Risk Appetite 3 x 3

Potential Impact

Disruption to services. Failure to meet statutory duties



Rationale for current score:

Significant difficulties in retaining staff and recruiting to posts across the Council.

Rationale for risk appetite

Staff are the key resource in delivering key services and providing support to front line services.

Current RAG rating Red

Current Actions(What we are currently doing about the risk)

- For BFC staff monitor the impact and review our reward and recognition approach as necessary to ensure that BFC remains seen as an attractive employer
- Introduce staff retention plans and measures and succession planning arrangements

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Highlight risks for each directorate sites	CMT	Qtr 2
Monitor recruitment for Coral Reef and other leisure sites	Director ECC	Qtr 2
Monitor service delivery through providers of domiciliary care as town centre opens	Director of ASCHH	Qtr3
Monitor financial impact	Borough Treasurer	Ongoing
Mitigation required re apprenticeship levy requirements	CMT	Ongoing
Sub-group of Transformation working group of workforce focusing on care in the community	Sub-group	Ongoing

Strategic Theme 2: A Strong and Resilient Economy

Performance Measures : The borough is regarded as an excellent business location

Risk 4 Impact of the national and global economy on economic activity in the Borough including potential for businesses to relocate following Brexit and other international business decisions.

Risk Owner: Director of ECC

Risk Rating (Likelihood x Impact)

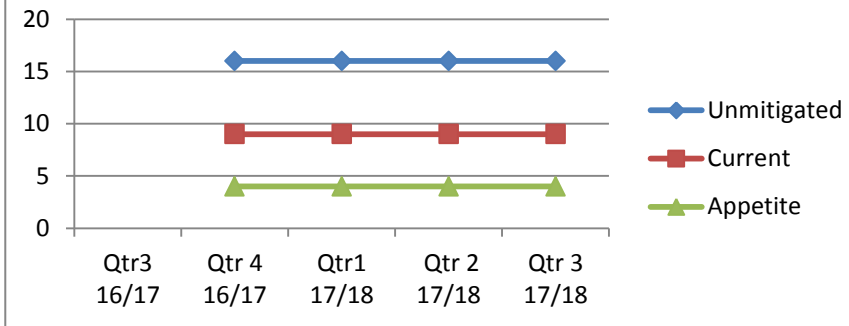
Unmitigated 4 x 4

Current Residual 3 x 3

Appetite 2 x 2

Potential Impact

Economic prosperity not sustained



Rationale for current score:

Current uncertainty means that the risk is relatively high.

Rationale for risk appetite

Given potential financial consequences risk appetite is low.

Current RAG rating Amber

Current Actions *(What we are currently doing about the risk)*

- Implement annual inward investment plan and exploit trade links outside the UK with emerging economies in collaboration with key partners (DIT, TVB LEP, TVCC and commercial agents and facility managers)
- Continue with business liaison programme

Further Mitigation *(what more should we do to reduce risk to our risk appetite level) and opportunities*

	Officer responsible	Target date
Promote investment opportunities from London and international organizations including those from growth economies	Chief Executive	

Strategic Theme 3: People have the life skills and education opportunities they need to thrive

Performance Measures : School places are available in all localities

Risk 5: The Council Policy of providing local school places for local children results in overprovision and a surplus of school places across the borough.

Risk Owners: Director of CYPL

Risk Rating (Likelihood x Impact)

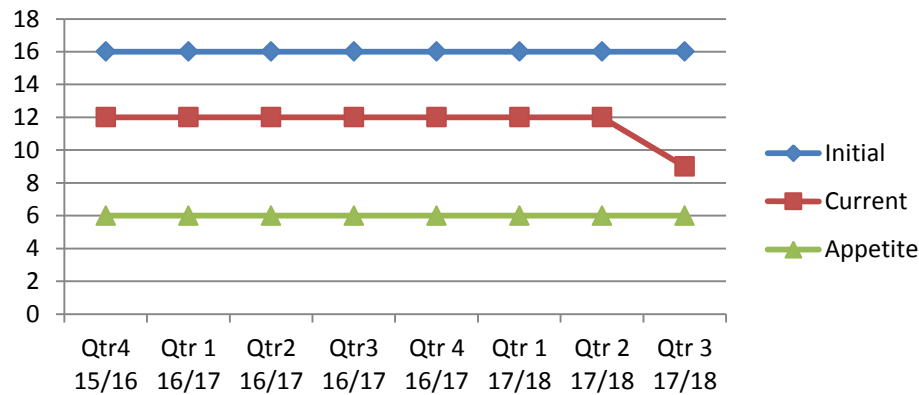
Initial underlying 4 x 4

Current Residual 3 x 3

Appetite 2 x 3

Potential Impact

Cost overruns/ pressure on the capital budget
Late delivery . Core objective to deliver required additional school places not delivered



Rationale for current score:

There is currently surplus of places and difficulties in attracting pupils to certain schools but a Plan geared to addressing this is being put forward to the Executive.

Rationale for risk appetite

Risk appetite is fairly low given the Council's statutory responsibilities to educate

Current RAG rating Amber

Current Actions (What we are currently doing about the risk)

- Pupil Places Planning Board in place
- Annual school place planning based on a review of future housing plans, numbers on roll and demographic data provides data on
 - ⇒ 'pupil data and statistics
 - ⇒ forecasts of pupil numbers for the next five years
 - ⇒ commentary on the need to add or remove school capacity
 - ⇒ estimates of future housing growth

Further Mitigation (what more should we do to reduce risk to our risk appetite level)

	Officer responsible	Target date
School Places Plan and Capital Strategy to go to the Executive	Director of CYPL	January 2017

Strategic Theme 3: People have the life skills and education opportunities they need to thrive

Performance Measures :Children have access to high quality early years provision /School places are available in all localities /All young people who have left school go on to further education, find employment or undertake some form of training

Strategic Theme 4: People live active and healthy lifestyles

Performance Measures:Comprehensive public health programmes aimed at adults and young people/Personal choices available to allow people to live at home are increased///Integration of council and health services care pathways for long term conditions is increased /Accessibility and availability of mental health services for young people and adults is improved

Risk 6: Council unable to predict and plan for or respond to future changes in demands for services arising from demographic changes and national policy initiatives.

Risk Owners: Directors of CYPL and ASCHH

Risk Rating (Likelihood x Impact)

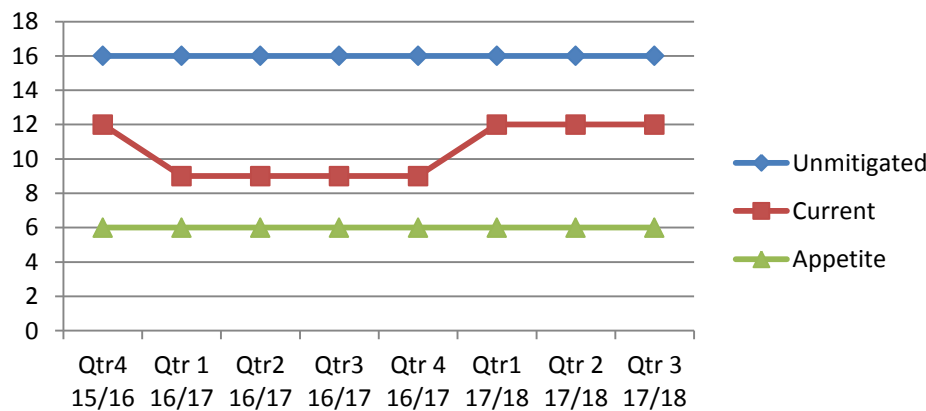
Unmitigated 4 x 4

Current Residual 4x 3

Appetite 2 x 3

Potential Impact

Failure to meet demand.
Statutory duties not met



Rationale for current score:

Increasing pressure on children’s social care and adult social care.

Rationale for risk appetite

Tolerance in forecasting relatively low due to knock on effect on financial planning

Current RAG rating Red

Current Actions (What we are currently doing about the risk)

CYPL

- Continuous monitoring of demand levels for children’s social care
- Monitoring impact of SEND reform and implementation of Education, Health and Care Plans.
- Block contracts for high cost placements e.g. contract let for independent fostering agencies

ASCHH

- Domiciliary care – to move away from spot purchasing from a high number of providers through the use of the framework agreement of providers which will reduce pressure of a high number of providers competing for limited staffing resources in the local area. .
- New Three Conversations approach for incoming cases and new RAS model introduced

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Monitoring rise in demand in children’s social care to assess if this temporary or permanent	Director of CYPL	Qtr 3

- | | |
|--|--|
| <ul style="list-style-type: none">• Early intervention and small budget available per team to use in preventative ways• An asset based approach to assessment by social care staff• Development of digital platform to support customers to use their direct payments creatively and greater use of community resources and technology in support packages• A community model of intermediate care and reablement• Plans to develop up step up and step down beds in partnership with the Frimley Acute Trust• Increasing the number of personal assistants on the PA register that offer personal care | |
|--|--|

Strategic Theme 4: People live active and healthy lifestyles

Performance Measures: Comprehensive public health programmes aimed at adults and young people/Personal choices available to allow people to live at home are increased///Integration of council and health services care pathways for long term conditions is increased /Accessibility and availability of mental health services for young people and adults is improved

Risk 7: Council unable to sustain delivery of services to support adult social care needs due to external providers of adult social care withdrawing from the market for local authority funded care as a result of factors impacting on financial viability.

Risk Owners: Directors of ASCHH

Risk Rating (Likelihood x Impact)

Unmitigated 4 x 4

Current Residual 4x 3

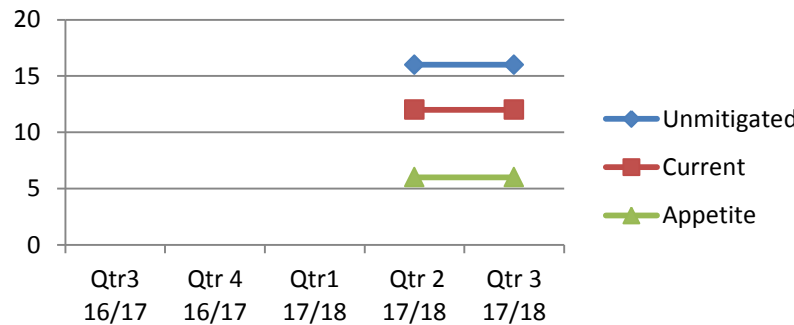
Appetite 2 x 3

Potential Impact

Failure to meet demand.

Statutory duties not met.

Increased budget pressures



Rationale for current score:

Court ruling on pay rates for sleep-over cover and HMRC pursuit of providers for taxes on backdated pay.

Rationale for risk appetite

Appetite is low due to the potential impact for vulnerable individuals.

Current RAG rating Red

Current Actions *(What we are currently doing about the risk)*

- Develop in-house contingency arrangements to direct deliver services in the event of market failure
- Actively developing the local market, particularly universal services, community groups and recruitment of Personal Assistants
- Monitor contracts and implementation of quality assurance process
- Gather intelligence through ADASS South East Commissioning network and from neighbouring authorities
- Working with CCGs, and other local authorities to actively create additional supply in the care home market
- Monitor financial standing of significant providers using internal intelligence and through the ADASS commissioning network
- Robust contingency planning where risks are identified
- Negotiating favourable block contracts to provide leverage on costs with other external providers in place

Further Mitigation *(what more should we do to reduce risk to our risk appetite level) and opportunities*

	Officer responsible	Target date
Re-use of the Heathlands site to deliver further social care provision	Director ASCHH	Ongoing

Strategic Theme 6: Strong, safe, supportive and self-reliant communities

Performance Measure: Safeguarding structures to safeguard children and vulnerable adults are well established.

Risk 8: Factors outside the control of the Council may result in the injury, death or sexual exploitation of a vulnerable child or adult in the community.

Risk Owners: Directors of CYPL and ASCHH

Risk Rating (Likelihood x Impact)

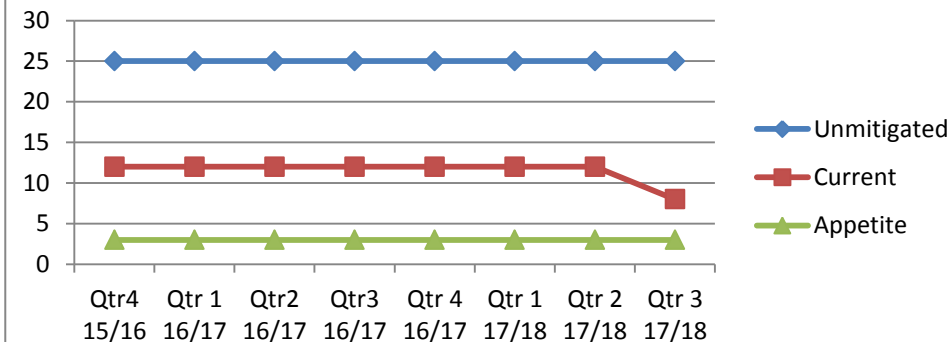
Unmitigated 5 x 5

Current Residual 2 x 4

Appetite 1 x 3

Potential Impact

Loss or reputation.
Fines/penalties. Insurance claims



Rationale for current score:

Whilst the impact of failure would be critical, the likelihood has been reduced following the favourable outcome of the OFSTED inspection into children's services.

Rationale for risk appetite

Given the risk relates to the safeguarding of vulnerable individuals the risk appetite will be low.

Current RAG rating Amber

Current Actions (What we are currently doing about the risk)

CYPL

- Local Safeguarding Children's Board brings together senior and operational staff within local organisations to help co-ordinate services and make certain they work together to keep children safe from harm. The Board has a role in monitoring and overseeing the contribution partnership organisations make towards safeguarding children
- Ongoing social media campaign which focuses on the 'Nine Signs of CSE. In the autumn a media operation was launched on safety on line to help engage parents on what their children may potentially be accessing on the internet.'
- S11 Audits
- Proactive strategies for recruitment of social workers being implemented
- Proactive parenting projects now in place e.g. family group conferencing, Symbol project supporting parents with learning disabilities
- Multi Agency Safeguarding Hub
- Transformation project around early intervention and prevention.
- Monitoring children vulnerable to CSE and going missing via the multi-agency CSE/Missing operational group.

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Action plans in response to external inspection and points of continual improvement	Director CYPL	Ongoing

ASCHH

- Joint Safeguarding Adults Board (with W.A.M.) brings together key partners to work together to mitigate risks to vulnerable adults and prevent harm. Serious Adult Reviews provide learning that is shared across organisations to reduce risks. Safeguarding training is mandatory for staff within all of the member organisations and there is a continual focus on safeguarding awareness raising in the public.
- Commissioners and operational staff are involved in quality assurance monitoring of commissioned services together with the statutory body, CQC.
- Adult Safeguarding Board in place with independent chair.
- S11 audit completed. Action identified to log safeguarding training.
- Changes to deprivation of liberty safeguards has resulted in increase in demand as expected hence dealing only with urgent cases which is the approach supported by DOH

Strategic Theme 1: Value for money
 Strategic Theme 2: A Strong and Resilient Economy
 Strategic Theme 3: People have the life skills and education opportunities they need to thrive
 Strategic Theme 4: People live active and healthy lifestyles
 Strategic Theme 5: A clean, green growing and sustainable place
 Strategic Theme 6: Strong, safe, supportive and self-reliant communities

Risk 9: IT Strategy and digital infrastructure fails to meet the needs of the organisation. Pressure on ICT resources to deliver substantial and complex changes introduced under the Enterprise Agreement (EA) and potential end user resistance to both disruption during implementation and the changes being introduced. IT controls or staff vulnerabilities fail to prevent a cyber attack and/or unable to respond effectively to an attack to enable IT services to be sustained.

Risk Owners: Director Resources

Risk Rating (Likelihood x Impact)

Unmitigated 4 x 5

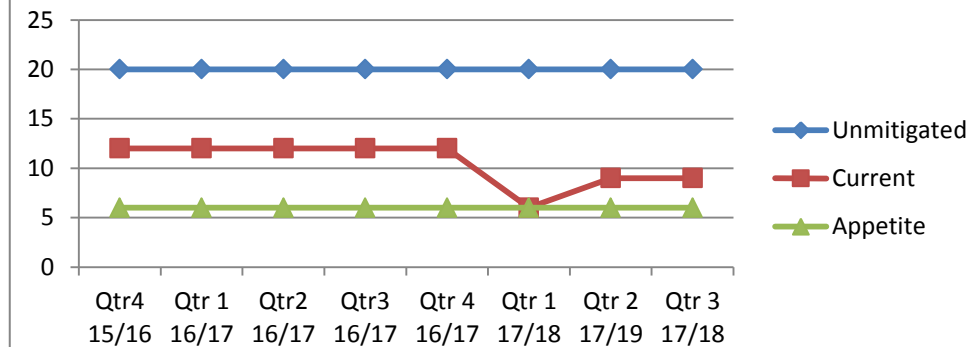
Current Residual 3 x 3

Appetite 2 x 3

Potential Impact

Disruption to services. Failure to meet statutory duties.

Removal of access to external databases and systems e.g. DWP



Rationale for current score:

Interim chief officer and new Strategy in place

Rationale for risk appetite

Appetite is low due to dependency on IT for delivery of all services

Current RAG rating Amber

Current Actions (What we are currently doing about the risk)

- Paper to Resources DMT and CMT in November to help get buy in to the EA project from the Directors
- EA Project being implemented module by module and communication will be made with teams affected at each stage
- Use PSN and N3 accreditation process to test for vulnerabilities
- Members of government early warning groups such as CISP (Cyber-Security Information Sharing Partnership) and WARP (Warning, Advice and reporting point)
- Communication to raise staff awareness to risks
- Disaster Recovery Plan and Action Plan for the systematic recovery of systems.
- Disaster Recovery contract with a provider to get systems up and running and an Action Plan for the systematic recovery of systems

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Reminders on risks will be issued to staff after PSN accreditation issued	Acting Chief Officer: Information Services	Qtr4 2017/18
Develop a cyber security action plan following the audit of this area.	Acting Chief Officer: Information Services	Qtr4 2017/18
New ASCH&H ICT business partner to be invited to attend one meeting of the 'Local Digital Record' and 'Connected Care' projects and then receive minutes and be co-opted as	Director ASCHH	Qtr4 2017/18

	necessary. ICT business partner to be invited to ASCH&H Adult Leadership Team meetings. DASS to brief new Head of ICT when in post.			
--	---	--	--	--

Strategic Theme 1: Value for money
 Strategic Theme 2: A Strong and Resilient Economy
 Strategic Theme 3: People have the life skills and education opportunities they need to thrive
 Strategic Theme 4: People live active and healthy lifestyles
 Strategic Theme 5: A clean, green growing and sustainable place
 Strategic Theme 6: Strong, safe, supportive and self-reliant communities

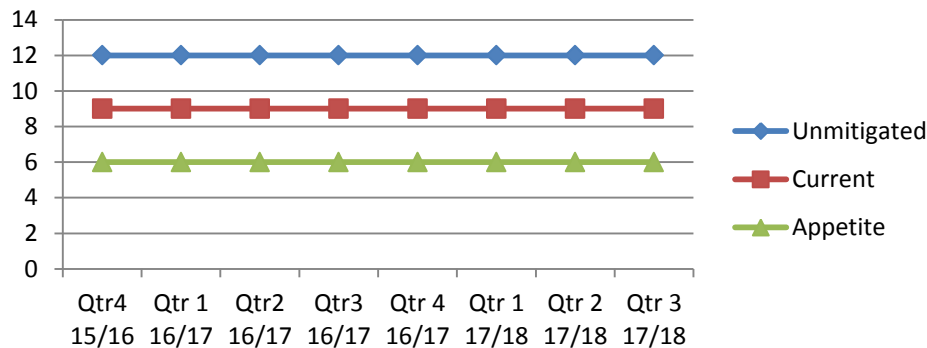
Risk 10: Council unable to comply with data protection/security requirements to secure data resulting in inappropriate disclosure, loss or theft of sensitive data. Uncertainty of impact of placing more responsibility on end users by changing IT controls to meet business needs (E.g. changes to protective marking, access to Windows 10 and removal of Endpoint). Failure to meet requirements of GDPR.

Risk Owners: Director Resources

Risk Rating (Likelihood x Impact)

Initial underlying 3 x 4
 Current Residual 3 x 3
 Appetite 2 x 3

Potential Impact
 Fines/penalties. Disruption to services. Failure to meet statutory duties. Removal of access to external databases and systems e.g. DWP



Rationale for current score:

The likelihood remains high as incidents tend to be due to human errors rather than weakness in control. The new GDPR comes into effect 9 months time. Fines are increasing and hence potential impact remains high.

Rationale for risk appetite

In addition to the financial risk, financial penalties are now very high and will be increasing further hence the Council will seek to minimise the risk of these being incurred.

Current RAG rating Amber

Current Actions (What we are currently doing about the risk)

- E-learning for information security and data protection.
- Monitoring of information security breaches at Information Governance Group, SRMG and at CMT.
- Information Asset Register. IT systems holding information assets are now being identified. Data mapping to be undertaken as part of GDPR implementation
- GDPR compliance action plan in place

Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities

	Officer responsible	Target date
Working with HR on policies for users and communication strategies	Acting Chief Officer: Information Services	Qtr4 2017/18
E-Learning to be updated as part of GDPR implementation	Lawyer (Information Management and Security)	Qtr4 2017/18
New ASCH&H ICT business partner to be invited to attend one meeting of the 'Local Digital Record' and 'Connected Care' projects and then receive minutes and be co-opted as necessary. ICT business partner	Director ASCHH	Qtr4 2017/18

	to be invited to ASCH&H Adult Leadership Team meetings. DASS to brief new Head of ICT when in pos			
--	---	--	--	--

Strategic Theme 3: People have the life skills and education opportunities they need to thrive

Performance Measures : School places are available in all localities

Risk 11: Council unable to monitor and control implementation of the Binfield Learning Village project to ensure delivered on time and within budget.

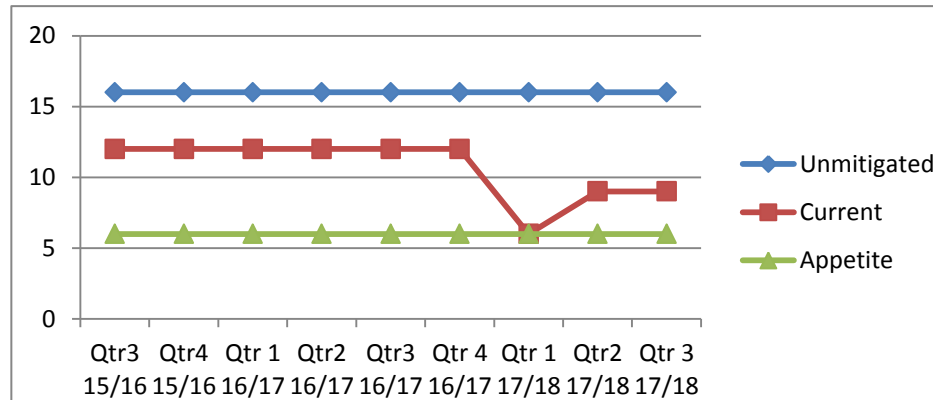
Risk Owners: Director of CYPL

Risk Rating (Likelihood x Impact)

Unmitigated 4 x 4
 Current Residual 3 x 3
 Appetite 2 x 3

Potential Impact

Cost overruns/ pressure on the capital budget
 Late delivery . Core objective to deliver required additional school places not delivered



Rationale for current score:

Latest Project Management report to CMT indicates an increase in overall risk rating of red.

Rationale for risk appetite

Major project for delivering community needs

Current RAG rating Red

Current Actions *(What we are currently doing about the risk)*

- CMT acting as strategic project board for Binfield Learning Village
- Programme manager provides regular updates to CMT on Binfield Learning Village
- Task specific sub-groups established for Binfield Learning Village
- Risks identified in highlight report

Further Mitigation *(what more should we do to reduce risk to our risk appetite level) and opportunities*

	Officer responsible	Target date
Actions to identify factors contributing to current risk score are identified in highlight report and being monitored by CMT	CMT	Ongoing

RISK MATRIX

5					
---	--	--	--	--	--

Likelihood:
 5 Very High

LIKELIHOOD

4					
3					
2					
1					
	1	2	3	4	5

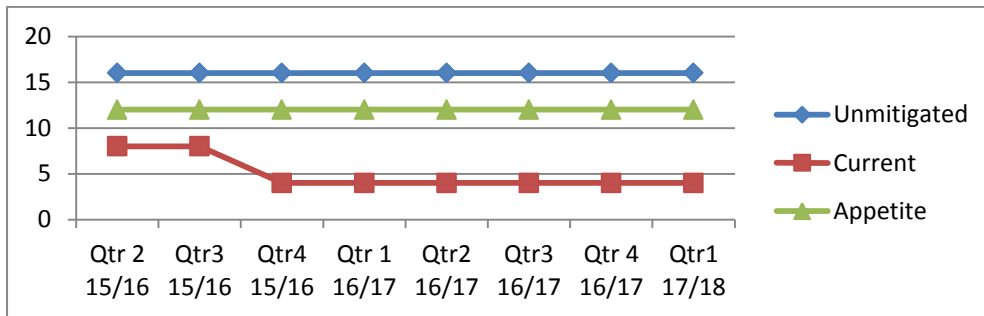
IMPACT

4 High
3 Significant
2 Low
1 Almost Impossible

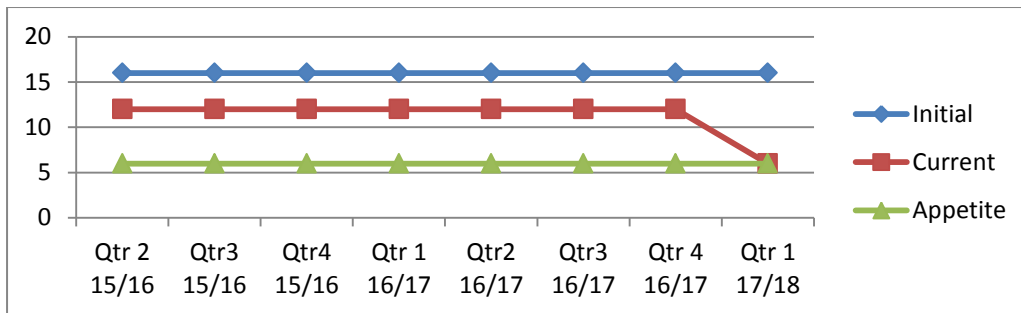
Impact:
5 Catastrophic
4 Critical
3 Major
2 Marginal
1 Negligible

RISKS REMOVED

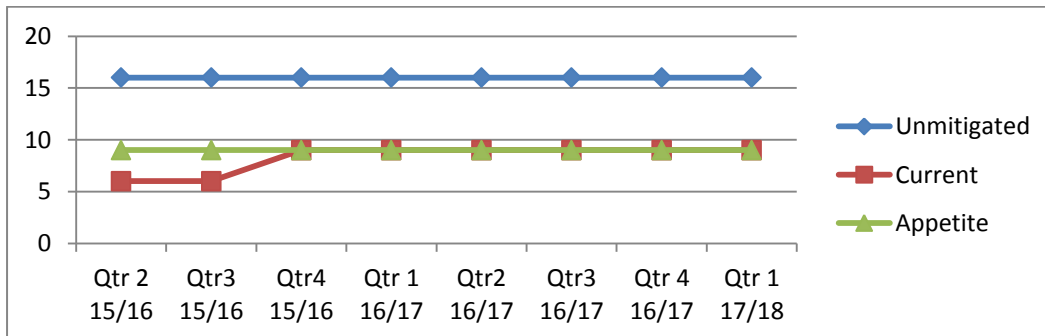
Town Centre



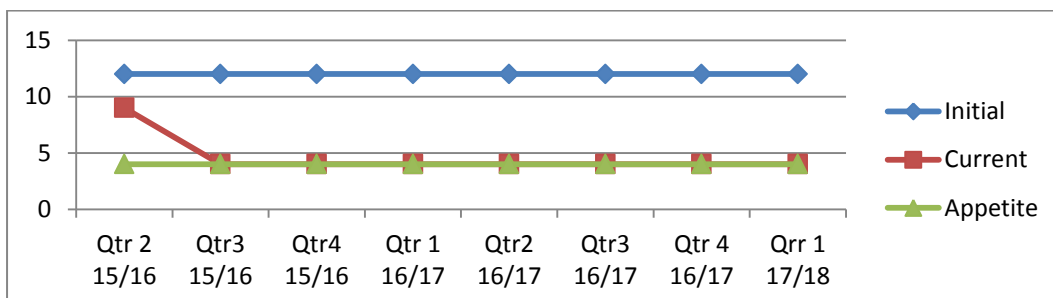
Schools' Backlog Maintenance



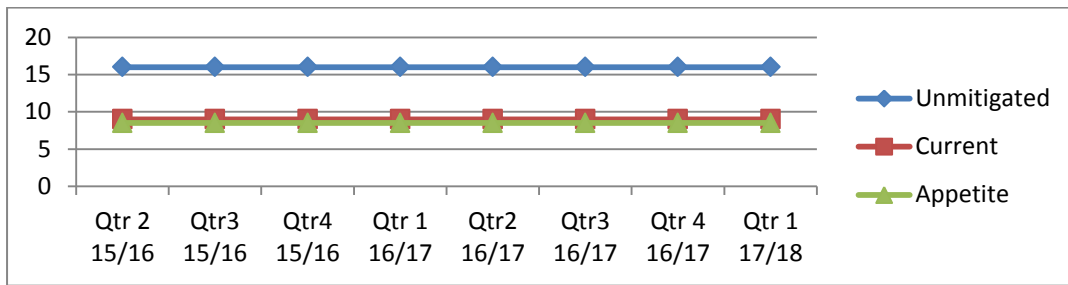
Buildings and Infrastructure



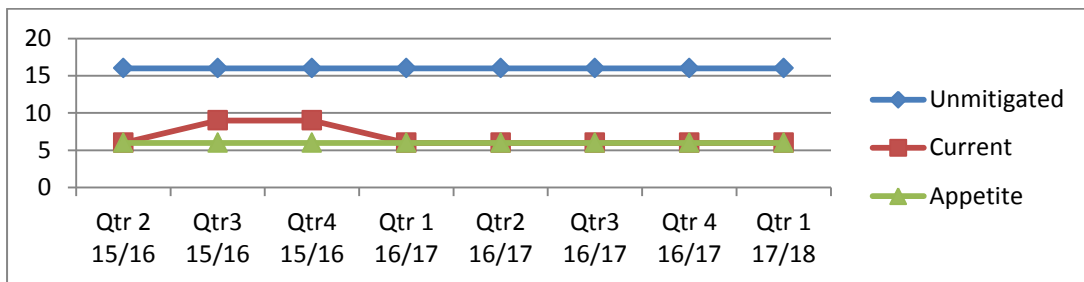
Working with Partners



Business Continuity



Legislative Changes



Cyber risks

