

**tTo: GOVERNANCE AND AUDIT COMMITTEE**  
**20<sup>th</sup> September 2023**

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**Strategic Risk Update**  
**Head of Audit and Risk Management**

**1 Purpose of Report**

- 1.1 The Strategic Risk Register is owned by the Corporate Management Team (CMT). This report presents the new Strategic Risk Register being developed after discussions at the CMT Away Day in February and review by the Strategic Risk Management Group and CMT.

**2 Recommendations**

- 2.1 The Governance and Audit Committee to provide feedback for CMT on the strategic risk register attached at Appendix 2.**

**3 Reasons for Recommendation**

- 3.1 To ensure the Council has identified all its key risks so that these can be appropriately managed and mitigated.

**4 Alternative Options Considered**

- 4.1 There are no alternatives.

**5 Supporting Information**

- 5.1 A new Register was created following the CMT Away Day on 20<sup>th</sup> February, CMT which concluded that the 7 risks to be include in the Strategic Risk Register should be as follows:

- Future of local government in Berkshire
- Financial sustainability
- Impact of pressures on local health system
- Climate change net zero
- Cyber
- Local economy
- Demand management

- 5.2 A first draft of the Register was discussed at SRMG in May. During discussions with the Chief Executive at the quarterly meeting with the Head of Audit and Risk Management, it was agreed that the risk on future of local government be incorporated into the financial risk and that a risk on staffing pressure should be added. This has now been included in the Register attached at Appendix 3 for review.

**6 Consultation and Other Considerations**

Legal Advice

- 6.1 There are no legal implications arising from this report.

Financial Advice

6.2 There are no financial implications arising from this report.

Other Consultation Responses

6.3 The register was by SRMG and CMT on 17<sup>th</sup> August and 6<sup>th</sup> September respectively.

Equalities Impact Assessment

6.4 N/A

Strategic Risk Management Issues

6.5 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.

Climate Change Implications

6.6 See risk 6.

Health & Wellbeing Considerations

6.7 N/A

Background Papers

Risk Management Strategy

Contact for further information

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Sally.hendrick@bracknell-forest.gov.uk

RISK MATRIX- STRATEGIC RISK REGISTER CURRENT RESIDUAL RISK SCORES AND RAG RATING AS RED, AMBER OR GREEN

|            |        |   |                                     |  |                          |
|------------|--------|---|-------------------------------------|--|--------------------------|
| LIKELIHOOD | 5      |   |                                     |  |                          |
|            | 4      |   | Staffing<br>Climate Change Net Zero | Demand Management<br>Cyber<br>Impact of pressures on local Health System | Financial Sustainability |
|            | 3      |   | Local Economy                       | I  |                          |
|            | 2      |   |                                     |  |                          |
|            | 1      |   |                                     |  |                          |
|            |        | 1 | 2                                   | 3  | 4                        |
|            | IMPACT |   |                                     |  |                          |

**Likelihood:**  
 5 Very High  
 4 High  
 3 Significant  
 2 Low  
 1 Almost Impossible

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

STRATEGIC RISK REGISTER SEPTEMBER 2023

| Strategic Theme 1: Value for money  |  |   |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
|---|--|---|------------|---------------------|-------------|--|-------------------------------|-------------|--|-------------------------------|--------------|--|---------------------------|---|---|-------------------------------|--------------|
| <b>Risk 1: Financial Sustainability</b>   |  | <b>Risk Owners:</b> Executive Director: Resources |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
| <p>Unmitigated 5 x 5<br/>Current Residual 4 x 5<br/>Target Tolerance 2 x 4</p> <p><b>Potential Impact</b></p> <ul style="list-style-type: none"> <li>Strategic objectives and statutory duties unable to be met</li> <li>Reserves depleted sooner than planned, leading to financial cliff edge</li> <li>Residents unhappy with what the Council is delivering</li> <li>Deterioration in quality of infrastructure</li> </ul>   | <table border="1"> <caption>Financial Sustainability Data</caption> <thead> <tr> <th>Category</th> <th>Qtr1 23/24</th> <th>Qtr 2 23/24</th> </tr> </thead> <tbody> <tr> <td>Unmitigated</td> <td>25</td> <td>25</td> </tr> <tr> <td>Current</td> <td>20</td> <td>20</td> </tr> <tr> <td>Target</td> <td>10</td> <td>10</td> </tr> </tbody> </table>  | Category  | Qtr1 23/24 | Qtr 2 23/24         | Unmitigated | 25   | 25                            | Current     | 20   | 20                            | Target       | 10   | 10                        | <p><b>Rationale for current score:</b><br/>A combination of inflationary pressures, increased demand on services (particularly social care, housing and special needs education services) and income shortfalls in the current year are putting the approved budget under higher strain than is normally experienced. Early 2023/24 budget monitoring information indicates service areas are set to overspend their approved budgets by over £3m and the position looks to be worsening. Discussions with neighbouring authorities indicate that they are all facing broadly the same challenges. Looking ahead, these factors mean that achieving a financially sustainable position where budgeted pressures match savings each year is going to be exceptionally difficult in the short to medium-term. While the Council possesses a relatively high amount of reserves, these can only be used once and any requirement to draw a large sum in any one year makes future budgets even more difficult.</p> <p><b>Rationale for risk tolerance score</b><br/>Achieving a sustainable financial position is a core responsibility. The target score reflects that the local government sector as a whole is facing significant financial challenges with heightened risk to service delivery, which would have a significant impact if not addressed.</p> <p><b>Current RAG rating</b> <span style="background-color: red; color: white; padding: 2px;">RED</span></p> |   |                               |              |
| Category  | Qtr1 23/24   | Qtr 2 23/24                                       |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
| Unmitigated   | 25   | 25  |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
| Current   | 20   | 20  |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
| Target  | 10   | 10  |            |                     |             |  |                               |             |  |                               |              |  |                           |   |   |                               |              |
| <p><b>Current Actions (What we are currently doing about the risk)</b></p> <ul style="list-style-type: none"> <li>The approved 2023/24 budget included a higher level of savings than any previous one, recognising that inflationary and other pressures being faced were at unprecedented levels.</li> <li>The Council has for many years used the maximum permitted flexibility regarding Council Tax increases, recognising that Council Tax is the largest on-going income source to fund revenue services.</li> <li>The use of reserves needed to balance the 2023/24 budget was within planning parameters.</li> <li>A new earmarked reserve was created as part of the 2021/22 accounts closedown, to provide some protection against the impact of rapidly rising pay and price inflation that was not anticipated when the 2022/23 budget was agreed. This was not used in 2022/23 so is available to support the 2023/24 budget if needed.</li> <li>The approach to budget monitoring has been changed, recognising that the approach adopted in 2020 in recognition of the additional financial volatility facing local government is no longer appropriate. Detailed monthly monitoring reports are prepared and considered by the Corporate Management Team, including base projections to the end of the year and highlighting significant emerging issues that could cause these projections to change.</li> <li>Regular engagement is held fortnightly with s151 officers in neighbouring councils, 4 – 6 weekly with the Society of Unitary Treasurers and periodically with DLUHC officials to share issues being faced and understand future Government thinking on resources.</li> <li>Preparations have started for the 2024/25 budget, with briefings on future prospects and an outline financial strategy provided to CMT, Senior Leadership Group, Managers' Forum and all staff briefing sessions.</li> <li>Leader and Executive Member for Finance and Business Change have been briefed on the projected current year financial position.</li> </ul> | <p><b>Further Mitigation (what more should we do to reduce risk to our risk appetite level) and opportunities</b></p> <table border="1"> <thead> <tr> <th></th> <th>Officer responsible</th> <th>Target date</th> </tr> </thead> <tbody> <tr> <td>CMT asked to review the in-year monitoring position at its meeting on 16 August and agreed an action plan to be taken forward that reflects the position being reported by service areas at that point, to ensure spending is brought back in line with the approved budget.</td> <td>Executive Director: Resources</td> <td>Autumn 2023</td> </tr> <tr> <td>A report will be presented to the Executive in October 2023 detailing the current year financial position, seeking endorsement for any actions proposed by CMT that could impact on service levels and setting out prospects for the years ahead, to ensure Members are fully appraised of the Council's financial position.</td> <td>Executive Director: Resources</td> <td>October 2023</td> </tr> <tr> <td>CMT will review initial 2024/25 budget proposals submitted by service areas on 12 September and, if pressures at that point significantly exceed identified savings, agree an approach to achieve a more affordable position prior to briefing Executive Members in October.</td> <td>Corporate Management Team</td> <td>October 2023</td> </tr> <tr> <td>Design and introduce Budget Challenge Sessions, where Assistant Directors present their current and future budget projections to the Chief Executive and Executive Director: Resources for constructive challenge, with the aim of mitigating pressures being reported.</td> <td>Executive Director: Resources</td> <td>October 2023</td> </tr> </tbody> </table> |   |            | Officer responsible | Target date | CMT asked to review the in-year monitoring position at its meeting on 16 August and agreed an action plan to be taken forward that reflects the position being reported by service areas at that point, to ensure spending is brought back in line with the approved budget. | Executive Director: Resources | Autumn 2023 | A report will be presented to the Executive in October 2023 detailing the current year financial position, seeking endorsement for any actions proposed by CMT that could impact on service levels and setting out prospects for the years ahead, to ensure Members are fully appraised of the Council's financial position. | Executive Director: Resources | October 2023 | CMT will review initial 2024/25 budget proposals submitted by service areas on 12 September and, if pressures at that point significantly exceed identified savings, agree an approach to achieve a more affordable position prior to briefing Executive Members in October. | Corporate Management Team | October 2023  | Design and introduce Budget Challenge Sessions, where Assistant Directors present their current and future budget projections to the Chief Executive and Executive Director: Resources for constructive challenge, with the aim of mitigating pressures being reported. | Executive Director: Resources | October 2023 |
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Strategic Theme 1: Value for money  
 Strategic Theme 2: Economic resilience  
 Strategic Theme 3: Education and skills  
 Strategic Theme 4: Caring for residents and their families  
 Strategic Theme 5: A clean, green and responsibly sustainable place  
 Strategic Theme 6: Communities

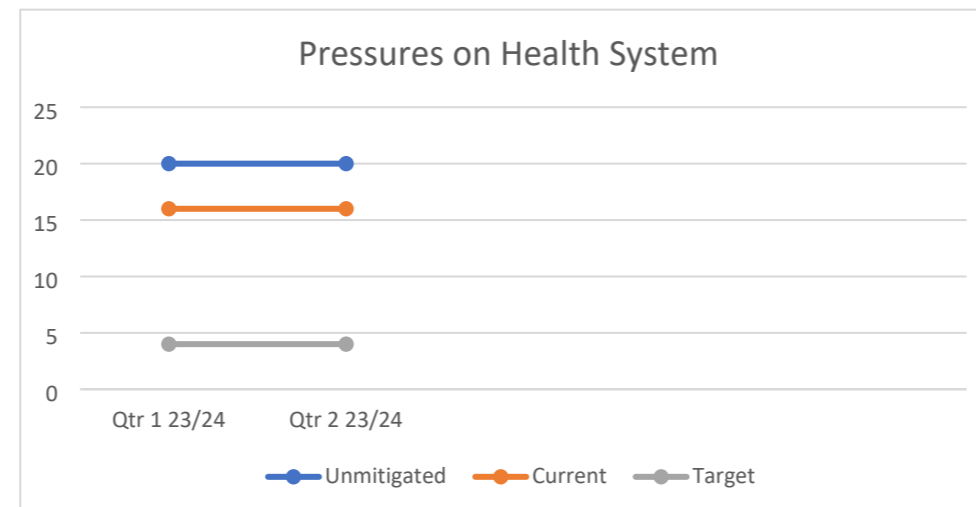
**Risk 2: Impact of pressures on local health system**

**Risk Owners: Executive Director: People**

**Risk Rating (Likelihood x Impact)**  
 Unmitigated 5 x 4  
 Current Residual 4 x 4  
 Target Tolerance 2 x 2

**Potential Impact**

- Increased financial pressures
- Potential failure to meet statutory responsibilities
- Potential reduction in level and timeliness of support that can be provided
- Public dissatisfaction where unable to meet needs /demands
- Increased staffing pressures where additional detailed assessments of complex cases have to be undertaken to be able to respond to NHS challenge of joint funded provision
- Increased pressure on welfare and social care services
- Pressure to use Public Health monies to fund activities which do not meet the criteria of public health to meet shortfall of any funding withdrawal from the NHS



**Rationale for current score:**

Following the change in NHS footprint on cessation of the CCG and creation of the ICB and the health system delays post covid, the NHS are under increased pressure. This pressure relates to the need to deliver efficiency savings and also to improve the timeliness of activity.

The efficiency programmes identified will impact on a number of areas of joint work with the local authority including:

- Reviewing current financial contributions to support children and adults with continuing health care, joint funded packages of care and section 117 aftercare arrangements;
- Hospital discharge;
- Community equipment;
- Better care funding;
- Reduction in appetite for co-location of services

The current delays in the provision of occupational therapy assessments and child and adolescent mental health services are also impacting on some of the most vulnerable children and young people in Bracknell Forest.

**Rationale for risk tolerance score**

Financial implications and statutory responsibilities mean risk appetite is low.

**Current RAG rating** Red

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

- Robust governance arrangements at place level, revising the terms of reference for place committee
- Support from NHS England relating to system understanding of the better care fund
- Earlier engagement of DASS in discussions relating to Better Care Fund decisions
- Additional detailed assessments of joint funded complex support packages to support fair cost sharing arrangements
- Agreed Better Care Fund Plan now in place
- Representation on regional board to champion Bracknell Forest's interests and clear knowledge and understanding of the governance framework to enable the Council to push back on any challenge from the NHS
- Increased input and coordination in the discharge and flow activity and priority areas within the Frimley health and care system
- OT and CAMHS waiting times to be built into the relevant dashboards
- Closer monitoring of Occupational Therapy and CAMHS waiting times via SEND Improvement Partnership Board

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

|  | Officer responsible | Target date |
|--|---------------------|-------------|
|  |                     |             |
|  |                     |             |
|  |                     |             |
|  |                     |             |
|  |                     |             |

**Strategic Theme 2: Economic resilience**

**Risk 3: Local Economy Resilience**

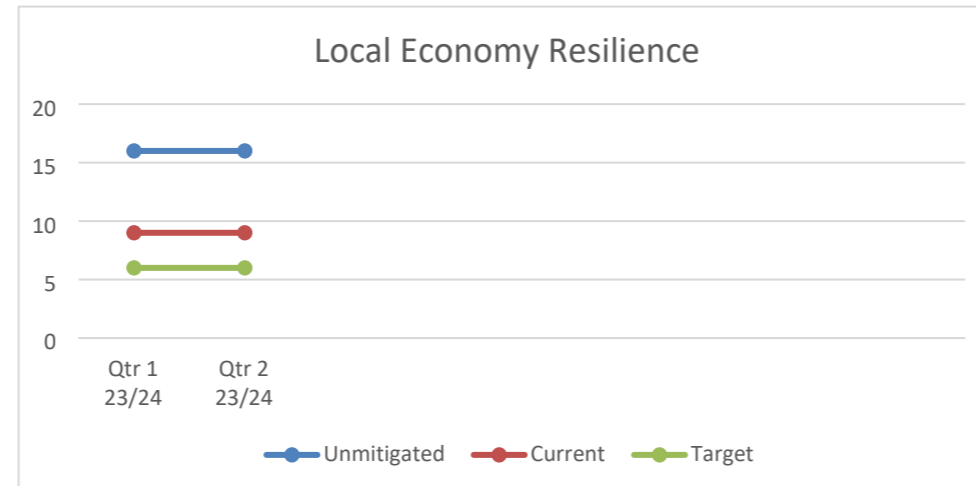
**Risk Owners:** Executive Director: Place, Planning and Resources

**Risk Rating (Likelihood x Impact)**

Unmitigated 4 x 4  
 Current Residual 3 x 3  
 Target Tolerance 3 x 2

**Potential Impact**

- Increased demands on services such as welfare and housing
- Increased community tensions
- General decline in borough through lack of investment
- Increase commuting out of the Borough for work
- Less disposable income to support local retail, leisure and local businesses



**Rationale for current score:**

Changes to working practices has reduced office-based working and hence the need for office-based headquarters. This, together with the relocation of some firms previously based in Bracknell to areas with cheaper real estate and the local workforce not having the higher level skills required by some business sectors resulting in loss of businesses and good jobs from the area potentially could reduce prosperity across the borough. Since the pandemic the overall position of Bracknell Forest has declined and seen lower growth than other local comparator areas.

**Rationale for risk tolerance score**

Whilst a significant level of likelihood could be tolerated, the impact of decline in the local economy would need to be limited to secure financial sustainability for the Council and ensure inward investment to the borough is not discouraged.

**Current RAG rating** AMBER

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

- Economic Strategy being developed with input from local employers and support from Thames Valley Local Enterprise Partnership (LEP)
- Engaging with the Bracknell Forest Economic & Skills Development Partnership (ESDP) and Bracknell Business Improvement Districts (BID) to identify what is happening locally and how we can help businesses thrive by making the local environment for businesses as good as possible.
- Support being provided to the business community to enable them to flourish through the Berkshire Growth Hub
- Working with colleagues across Berkshire to encourage national and international businesses to move or expand in the area e.g. showcasing Berkshire at the National Property conference in Leeds
- Education and learning services working in partnership with the local college and DWP to help local people improve their skills and pathways to employment.
- The Joint Venture continuing to develop sites within Bracknell Forest Council
- New Local Plan with a set of new and up to date Economic policies and allocations.
- Support programmes to upskill residents to enhance local business productivity through the UK Shared Prosperity Fund and the Berkshire Local Skills Improvement Plan

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

|  | Officer responsible                                | Target date              |
|--|--|--------------------------|
| Publish and consult on the Economic Strategy   | Head of Economic Development and Regeneration      | October 2023             |
| Support the Bracknell Business Improvement District (BID) to achieve a second 5-year term                          | Executive Director Place Planning and Regeneration | October 2024             |
| Continue to develop the Economic Skills and Development Partnership (ESDP)   | Head of Economic Development and Regeneration      | Ongoing                  |
| Establish regular Business Liaison with major businesses based within the Borough                                  | Head of Economic Development and Regeneration      | Ongoing                  |
| Implement the new policies in the local plan to support economic development                                       | Assistant Director Planning                        | From Local Plan adoption |
| Support the Berkshire Local Skills Improvement Plan and Fund and the delivery of a Bracknell Skills & Training Hub | Head of Economic Development and Regeneration      | Ongoing                  |

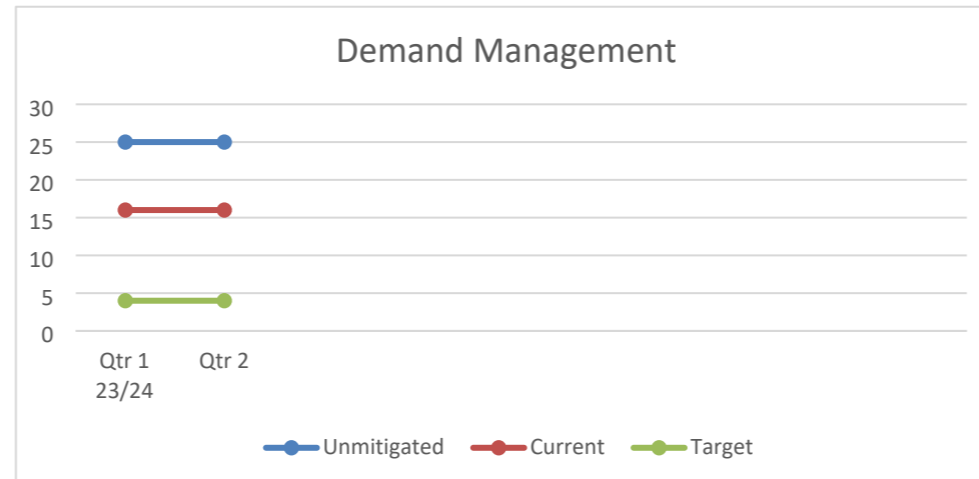
**Risk 4: Demand Management**

Risk Owners: Executive Director: People

**Risk Rating (Likelihood x Impact)**  
 Unmitigated 5 x 5  
 Current Residual 4 x 4  
 Target Tolerance 2 x 2

**Potential Impact**

- Failure to meet demand for services
- Failure to meet statutory responsibilities
- Need to move clients from one setting to another at short notice
- Financial pressures
- Reputational damage
- Negative impact on external inspections
- Adverse effect on staff morale



**Rationale for current score:**  
 Increasing pressure on front line services due to changing demographics, increase in need and cost of living crisis. Number of adults requiring support continues to rise, with more people approaching the local authority for assistant relating to a range of areas. More adults presenting with increase in complex need, existing people's needs increasing, increased number of people being discharged from hospital needing support, increased presentation of people in need of homeless prevention advice and welfare and debt advice. Pressure on families resulting in increased number of referrals to early help and children's social care and children being supported for longer due to complexity of family environments. Increasing difficulty securing appropriate support for adults and children in a timely and cost-effective way.

**Rationale for risk tolerance score**  
 The target risk score reflects the Council's statutory responsibilities for vulnerable children and adults in need.

Current RAG rating **Red**

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

- Further development of business systems and reporting capability to monitor increased volume of activity and indicators to monitor risk / impact
- Performance and quality boards are now well established to provide high level oversight of performance and quality of service departments;
- Monthly review of finance / budget activity linked to performance activity e.g. homelessness
- People Care Governance board in place to manage any strategic provider safeguarding and quality issues
- Review of Adults Conversations Model, conversation 3, as part of transformation project
- Market Position Statement
- Heathlands has now opened
- Regular provider forums ensure we are kept up to speed with emerging issues
- Use of the NHS capacity tracker to assess local supply
- Risk and Issue log in place and reviewed across operations, safeguarding and commissioning 3 times a week that includes and market capacity issues and risks
- ADASS working together to implement duty to support market and share intelligence of potential failures
- Finance tracker reviewed monthly and intelligence used to address pressure points
- Inflationary increase given to care providers
- Support brought into the People Directorate to model future demand profiling
- Additional resources agreed for Mental Health to add capacity
- Market oversight meetings now in place.
- Demand profiling completed
- Strategy refresh in key areas – e.g. Placement sufficiency
- Regular performance monitoring and reporting to DMT and Transformation Board
- Access to resource team in place to source best possible placements at cost and quality when in-house not available
- Strong partnership relationships

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

|  | Officer responsible        | Target date   |
|--|----------------------------|---------------|
| Market Sustainability Plan to be published in February 2023 as set by national timeframes.   | AD Commissioning           | February 2023 |
| ASC Customer Pathways Project  | Executive Director: People | Ongoing       |
| Change programme for Fostering to include proposals for a marketing strategy to recruit additional foster carers to support children with higher needs | AD<br>CSC                  | Ongoing       |
| Proposed development of market intelligence meetings   | AD<br>Commissioning<br>AD  | March 23      |
| Joint Working between council and wider partners including new HWB strategy  | Head of DAAT               | Ongoing       |
| Placements workstream within council looking to optimise process and secure best placements at best cost   | AD<br>Commissioning        | Ongoing       |

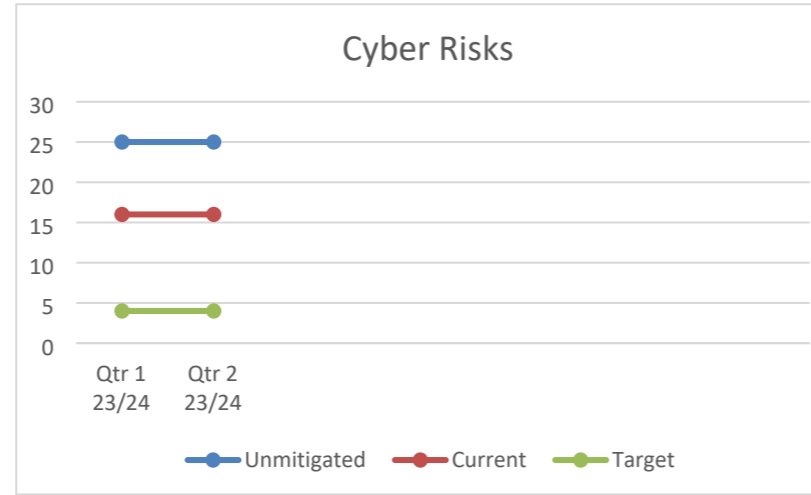
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**Risk 6: Cyber - IT controls or staff vulnerabilities fail to prevent a cyber attack and/or unable to respond effectively to an attack to enable IT services to be sustained.**

Risk Owners: Executive Director: Delivery

**Risk Rating (Likelihood x Impact)**  
 Unmitigated 5 x 5  
 Current Residual 4 x 4  
 Target Tolerance 2 x 2

- Potential Impact**
- Disruption to services.
  - Failure to meet statutory duties.
  - Reputational damage.
  - Financial loss



**Rationale for current score:**  
 The inherent likelihood of cyber-attacks against local authorities has risen with more sustained and intense attacks. The current likelihood of the risk materialising has hence increased.  
 The impact of an attack is mitigated by improving cyber security controls in IT, and Disaster Recovery and Business Continuity arrangements. An external review of cyber risk controls is currently ongoing which will identify if this risk can now be reduced.

**Rationale for risk tolerance score**  
 Appetite is low due to dependency on IT for delivery of all services. Arrangements for cyber support still to be put in place.

**Current RAG rating** RED

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

- Approaching third parties for managed SOC service – options to be presented to IT Steering Group
- Network refresh project will replace end-of-life network devices
- Cisco ISE will allow us to block unauthorised devices from being able to see the network at all. An example where this is relevant is NHS staff plugging their laptops into the wrong docks
- Continuing to resolve remaining risks identified as part of the work that allowed us to receive the grant from DHLUC
  - Procured new Cisco firewall to allow core network segregation
  - Setting up single sign-on where possible
  - Rolling out multi-factor authentication
  - Resolving vulnerabilities identified during the recent penetration test, for PSN certification via Cabinet Office
  - Replacing remaining 2012 R2 Windows servers
  - Single sign-on to be setup for systems that will support it in the future
- We have a team member doing an apprenticeship in cyber security

**Recent Actions but not already mentioned on this log (What we have already done about the risk since last update)**

- Setup DMARC/DKIM/SPF policies to ensure bracknell-forest.gov.uk spoofing doesn't work – benefits both staff and the public
- Obtained a £150k grant from DHLUC to resolve 18 cyber risks. Risks relating to these are closed:
  - Set backups to immutable
  - Backup restore testing
  - Automating the disablement of inactive accounts in Active Directory – the manager receives an email and Service Desk receives a list
  - Reducing number of Domain Admins
  - Network logging (see below)
  - Sentinel review/setup
  - Decommission Windows Server 2008 servers
  - Some more apps had single sign-on enabled
- Obtained consultancy to setup logging into MS Sentinel
- Procured Splunk Cloud subscription and sending network traffic logs to be stored (cheaper than Sentinel)
- Setup an allow list for USB mass storage devices with default block
- Setup AppLocker to prevent users running unauthorised executables
- Set all our backups in Azure to immutable
- Procured an Office 365 (email, Teams, SharePoint, OneDrive) immutable backup solution

**Past Actions (What we have already done about the risk)**

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

|   | Officer responsible                                   | Target date |
|---|---|-------------|
| Meetings with managed SOC providers because an in-house one is unrealistic (requires 8 FTEs to cover 24x7x365).   | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| Cyber security e-learning has been made available to the whole organisation. Training to be made mandatory later this year after GDPR had to be done Q1 2023.   | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| Incident Management training for ICT staff identified and training to be arrange. We'll be using NCSC's Exercise In A Box to setup multiple exercises.  | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| The new Networking Strategy will mean each component on the network performs independently as a security component, and this will be implemented over the next year – now a current action as parts have been received. | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| Cyber Essentials Certification project to be restarted following departure of the project manager.  | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| Introducing additional security measures including phishing-resistant multi-factor authentication.  | Assistant Director: Customer Experience, Digital & IT | Ongoing     |
| Commission external technical support for management of incident response.  | Assistant Director: Customer Experience, Digital & IT | Completed   |
| Procurement of immutable backup facility for M365 underway. This will protect against accidental deletion or loss of data and records.  | Assistant Director: Customer                          | Completed   |



- Cyber Security policies all re-written and published on the intranet
- Mandatory Information security and GDPR (General Data Protection Regulation) training before access is given to system
- Microsoft SCP ATP II Licensing acquired for advanced security on Office 365- Outlook, Office, SharePoint and Teams as well as security and compliance on all Council data.
- Windows Defender ATP deployed for the best in class anti-virus protection for all laptops.
- MS Intune deployed for protection of smartphones
- PSN compliant
- Members of government early warning groups such as NCSC (National Cyber-Security Council) and SEGWARP (Warning, Advice and Reporting Point)
- Mandatory Information security and GDPR training before access is given to systems
- 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
- Cyber risks monitored through Delivery risk register
- Risks of cyber attacks covered regularly in IT newsletter
- NCSC Cyber Security training package undertaken by staff in IT and Digital Services
- New VPN with Split Tunnelling has been implemented. Microsoft Defender Advanced Threat Protection web filtering has been implemented.
- External review of cyber controls is underway. This will deliver recommendations on technical improvements, ICT staff development and organisation-wide staff training that will help to improve our cyber resilience.
- New VPN configuration reduces risk of successful cyber-attack.
- New network strategy developed will enable greater resilience against cyber attacks
- Cyber review undertaken and action plan is in development to address recommendations
- Azure Sentinel logs recorded routinely

|  |                          |  |
|--|--------------------------|--|
|  | Experience, Digital & IT |  |
|--|--------------------------|--|

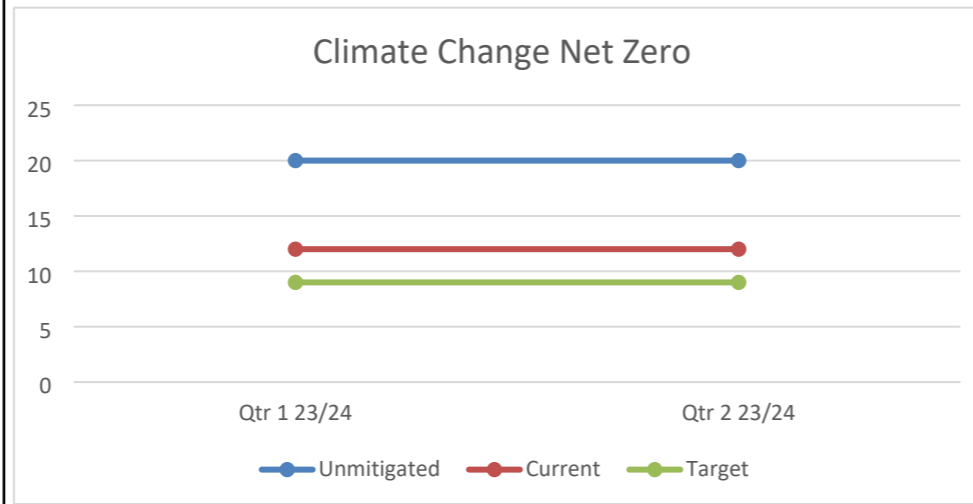
**Strategic Theme 5: A clean, green and responsibly sustainable place**

**Risk 6: Climate Change The Council’s climate change action plan is not delivered and the Council’s environmental objectives and climate change targets are not met.**

**Risk Owners:** Executive Director: Delivery, Executive Director: Resources (re business change programme)

**Risk Rating (Likelihood x Impact)**  
 Unmitigated 5 x 4  
 Current Residual 4 x 3  
 Target Tolerance 3 x 3

- Potential Impact**
- Reputational damage
  - Public censure
  - Significant financial pressures



**Rationale for current score:**

Environmental sustainability is a key objective. The Council is responsible for up to 10% of emissions (Scope 1,2 & 3). The remaining 90% will require Council influence to persuade residents to change their lifestyles to reduce the remaining emissions. Following the election, the strategic direction and governance arrangements for climate change over the next 5 years are still being developed to provide a framework that will deliver the Council’s climate change objectives and a business change programme to support this will then be taken forward. Resources to deliver the climate change agenda are currently limited and will need to be reviewed.

**Rationale for target risk score**

Environmental sustainability is a key strategic theme for the Council.

**Current RAG rating** **AMBER**

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

- Climate Change Strategy in place
- Climate Change Officer Board and Members’ Climate Change Working Group
- Ambition to create apolitical Joint Community Board
- Climate change action plan in place with baseline and targets
- 2 x Climate Change Officers
- Flood Risk Management is already within current Planning for all new developments
- Water supplies (drought) & Heatwaves – should be in Emergency Planning
- Planning – ambitious New Local Plan will adopt tighter requirements with regards renewable on-site energy generation and energy efficiency watered down by Inspectorate. Plan does include increasing biodiversity and provision of EV charging / encouraging active travel mitigations on all new developments
- Emergency Planning – should cover changing climate generally
- Biodiversity – Strategy and actions already in place and biodiversity improvements to be required under new Local Plan
- Gain better understanding of adaptation needs in collaboration with Berks LA’s
- CC team determining interim targets to facilitate improved monitoring of progress towards reducing council’s own climate change emissions target.

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

|   | <b>Officer responsible</b>  | <b>Target date</b> |
|---|---|--------------------|
| Emergency planning to include effects of climate change e.g. water supplies for droughts, heatwave / flood, infrastructure damage | Executive Director: Delivery  | Ongoing            |
| Public Health – actions are/activities to consider ways to improve health by improving the environment and altering behaviours    | Executive Director: Place, Planning and Regeneration                                  | Ongoing            |
| Planning future Electric Grid capacity needs / identifying renewable energy generation opportunities (Local Area Energy Plan)     | Executive Director: Place, Planning and Regeneration/<br>Executive Director: Delivery | Ongoing            |
| Sustainable Procurement Principles  | Head of Procurement   | Ongoing            |
| Multi-decision-making tool (combine environmental, social/health, economic and equalities requirements in council decisions)      | Executive Director: Place, Planning and Regeneration/<br>Executive Director: Delivery | Ongoing            |
| Scoping for business change   | Executive Director: Resources   | Ongoing            |

Strategic Theme 1: Value for money  
 Strategic Theme 2: Economic resilience  
 Strategic Theme 3: Education and skills  
 Strategic Theme 4: Caring for residents and their families  
 Strategic Theme 5: A clean, green and responsibly sustainable place  
 Strategic Theme 6: Communities

**Risk 7: Council is unable to recruit and retain the permanent workforce required to meet the demand for services**

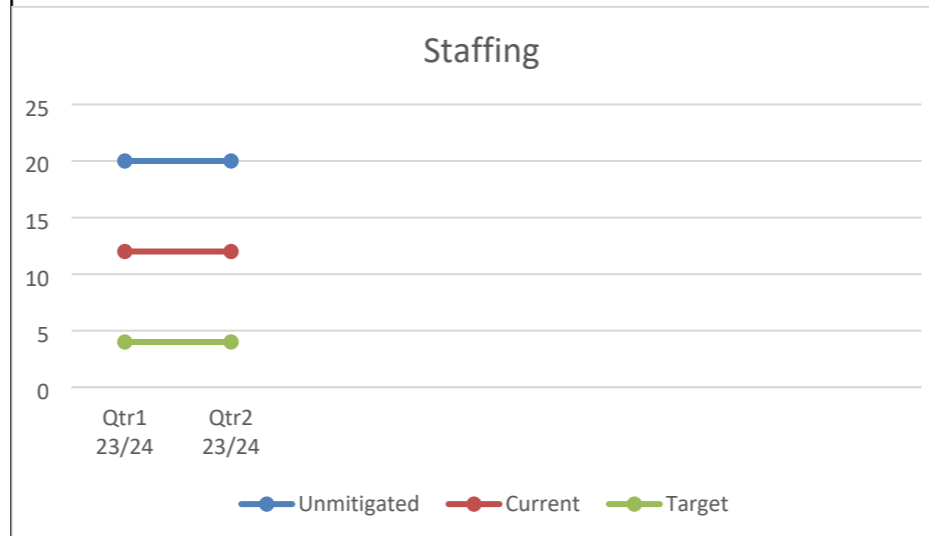
Risk Owner: CMT

**Risk Rating (Likelihood x Impact)**

- Unmitigated 5 x 4
- Current Residual 4 x 3
- Target Risk Score 2 x 2

**Potential Impact**

- Demand for statutory services cannot be met
- Increased financial pressures due to high reliance on locums and agency workers
- Increased reliance on market premia and retention payments due to labour market pressures i.e. social workers and specialists post
- Potential for weakness in resilience in key areas as locums and agency workers can leave at shorter notice.
- The loss of experienced permanent staff and replacement with less experienced agency personnel.
- Increased absence due to work pressures
- Negative impact on service efficiency and consistency for customers



**Rationale for current score:**

Turnover of staff in key areas and difficulties in recruiting to key technical posts due to pressures in the market.

**Rational for target risk score**

Staff are the key resource in delivering and providing support for statutory services

**Current RAG rating** RED

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

- Management information on long term, high cost locums/ agency workers now being produced for peer review at CMT.
- Increased governance on the neutral agency
- Exploring new opportunities for apprenticeships including OT, planning
- Regional benchmarking of salary and benefits paid by other local authorities – part of recruitment project and staff recognition work which will inform future retention and recruitment strategy
- Transformation project on Retention and Recruitment will provide additional capacity within HR
- Well-being initiatives and research activity underway that will diagnose support needed to staff
- Exit interviews are undertaken with it being possible to request a full one. Hard to recruit areas are being targeted.
- Market premia is being considered where required
- Managers development programme introduced

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

|  | Officer responsible           | Target date  |
|--|-------------------------------|--------------|
| The use of agency staff is regularly monitored through HR and CMT with the aim to reduce reliance.   | CMT                           | Ongoing      |
| Providing greater scope for apprenticeship roles throughout the council  | Assistant Director: HR and OD | Ongoing      |
| Wellbeing and staff recognition focus of the HR Workforce Plan   | Assistant Director: HR and OD | Ongoing      |
| Financial wellbeing of staff – signposting to areas for support being provided for staff   | Assistant Director: HR and OD | Ongoing      |
| Consideration of applying market premiums and other retention incentives within the other services where agency costs are increasing or where local market intelligence identifies risks . | CMT                           | As necessary |
| Attendance at recruitment fairs highlighting council job opportunities   | Assistant Director: HR and OD | Ongoing      |
| Review agile working arrangements to explore further opportunities for flexible employment   | Assistant Director: HR and OD | Ongoing      |
| Review applicant experience and trial new recruitment options  | Assistant Director: HR and OD | Ongoing      |
| Workforce business change programme to be developed  | Executive Director: Delivery  | Ongoing      |

RISK MATRIX

|            |   |   |   |   |   |   |
|------------|---|---|---|---|---|---|
| LIKELIHOOD | 5 |   |   |   |   |   |
|            | 4 |   |   |   |   |   |
|            | 3 |   |   |   |   |   |
|            | 2 |   |   |   |   |   |
|            | 1 |   |   |   |   |   |
|            |   | 1 | 2 | 3 | 4 | 5 |

**Likelihood:**  
 5 Very High  
 4 High  
 3 Significant  
 2 Low  
 1 Almost Impossible

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

**IMPACT**

CRITERIA FOR ASSESSING LIKELIHOOD

| PROBABILITY       | SCORE | DEFINITION   |
|-------------------|-------|--|
| Almost impossible | 1     | Rare (0-5%).The risk will material only in exceptional circumstances.    |
| Low               | 2     | Unlikely (5-25%). This risk will probably not materialise.               |
| Significant       | 3     | Possible (25-75%). This risk might materialise at some time              |
| High              | 4     | Likely (75-95%). This risk will probably materialise at least once.      |
| Very High         | 5     | Almost certain (>95%). This risk will materialise in most circumstances. |

CRITERIA FOR ASSESSING IMPACT

|  | Negligible   | Minor  | Major   | Critical  | Catastrophic   |
|--|--|--|---|---|--|
| Score  | 1  | 2  | 3   | 4   | 5  |
| <b>Disruption to established routines/operational delivery</b> | No interruption to service. Minor industrial disruption. | Some disruption manageable by altered operational routine. | Disruption to a number of operational areas within a location and possible flow to other locations. | All operational areas of a location compromised. Other locations may be affected.                         | Total system dysfunction. Total shutdown of operations       |
| <b>Damage to reputation</b>                                    | Minor adverse publicity in local media.                  | Significant adverse publicity in local media.              | Significant adverse publicity in national media.  | Significant adverse publicity in national media. Senior management and/or elected Member dissatisfaction. | Senior management and/or elected Member resignation/removal. |

|   | <b>Negligible</b>  | <b>Minor</b>   | <b>Major</b>  | <b>Critical</b>  | <b>Catastrophic</b>   |
|---|--|--|---|--|---|
| <b>Score</b>  | <b>1</b>   | <b>2</b>   | <b>3</b>  | <b>4</b>   | <b>5</b>  |
| <b>Political</b>                                    | Could have a major impact one departmental objective but no impact on a Council Medium Term Objective                  | Could have a major impact one or more departmental objective but no impact on a Council Medium Term Objective                      | Could have a major impact on a Departments objective with some impact on a Council Medium Term Objective                              | Could severely impact the delivery of a Council Medium Term Objective                          | Council would not be able to meet multiple Medium Term Objectives.  |
| <b>Security</b>                                     | Non notifiable or reportable incident.   | Localised incident. No effect on operations.   | Localised incident. Significant effect on operations.   | Significant incident involving multiple locations.   | Extreme incident seriously affecting continuity of operations.  |
| <b>Financial (Council as a whole/ single dept.)</b> | <1% of monthly budget  | >2% of monthly budget  | <5% of monthly budget   | <10% of monthly budget   | <15% of monthly budget  |
| <b>General environmental and social impacts</b>     | No lasting detrimental effect on the environment i.e. noise, fumes, odour, dust emissions, etc. of short-term duration | Short term detrimental effect on the environment or social impact i.e. significant discharge of pollutants in local neighbourhood. | Serious local discharge of pollutants or source of community annoyance in general neighbourhood that will require remedial attention. | Long term environmental or social impact e.g. chronic and significant discharge of pollutants. | Extensive detrimental long-term impacts on the environment and community e.g. catastrophic and/or extensive discharge of persistent hazardous pollutants. |
| <b>Corporate management</b>                         | Localised staff and management dissatisfaction.  | Broader staff and management dissatisfaction.  | Senior management and /or elected Member dissatisfaction. Likelihood of legal action.   | Senior management and/or elected Member dissatisfaction. Legal action.                         | Senior management and/or elected Member resignation/removal.  |
| <b>Operational management</b>                       | Staff and line management dissatisfaction with part of a local service area.   | Dissatisfaction disrupts service.  | Significant disruption to services.   |  | Resignation/removal of local management.  |
| <b>Workplace health and safety</b>                  | Incident which does not result in lost time.   | Injury not resulting in lost time.   | Injury resulting in lost time. Compensatable injury.  | Serious injury /stress resulting in hospitalisation.   | Fatality (not natural causes)   |
| <b>Legal</b>  | Minor breach resulting in small fines and minor disruption for a short period  | Regulatory breach resulting in small fines and short term disruption for a short period  | Major regulatory breach resulting in major fines and short term disruption for a short period   | Severe regulatory breach resulting in severe fines and disruption for an extended period       | Very severe regulatory impact that threatens the strategic objectives of the Council  |