

To: **GOVERNANCE AND AUDIT COMMITTEE**  
**13<sup>th</sup> March 2024**

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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 Strategic Risk Register for Governance and Audit Committee review and feedback to CMT.

**2 Recommendations**

- 2.1 The Governance and Audit Committee to review the register in Appendix 2 and provide feedback for CMT.**

**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 The Strategic Risk Register has been reviewed by SRMG and CMT on 22<sup>nd</sup> and 28<sup>th</sup> February respectively and actions have been updated. The changes to scores are:
- To decrease the current residual and increase risk tolerance scores for the financial sustainability risk;
  - To increase the risk tolerance score for the staffing risk; and
  - To increase the current residual risk score for Safety Valve.

**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 reviewed by SRMG on 22<sup>nd</sup> February 2024 and by CMT on 28<sup>th</sup> February 2024.

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 vision to put residents first, working together to grow sustainable, resilient and inclusive communities.

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

LIKELIHOOD	5				
	4		Staffing Climate Change Net Zero	Demand Management Cyber Impact of pressures on local Health System Financial Sustainability	Safety Valve ↑
	3		Local Economy		
	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 MARCH2024

Link to Borough Priorities: Engaged and healthy communities Link to Borough Priorities: Thriving and connected economy Link to Borough Priorities: Green and sustainable environment																	
Risk 1: Financial Sustainability																	
<p><b>Risk Rating (Likelihood x Impact)</b> Current Residual 4 x 4 Target Tolerance 3 x 3</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>Quarter</th> <th>Current</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Qtr 1 23/24</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr 2 23/24</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr 3 24/24</td> <td>20</td> <td>8</td> </tr> <tr> <td>Qtr 4 23/24</td> <td>16</td> <td>9</td> </tr> </tbody> </table>	Quarter	Current	Target	Qtr 1 23/24	20	8	Qtr 2 23/24	20	8	Qtr 3 24/24	20	8	Qtr 4 23/24	16	9	<p><b>Rationale for current score:</b> 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. The current 2023/24 budget monitoring information indicates an improvement in the forecast overspend position but looking ahead, achieving a financially sustainable position where budgeted pressures match savings each year is going to be difficult in the short to medium-term and hence the risk rating is still considered to be red. 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> 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>
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Qtr 2 23/24	20	8															
Qtr 3 24/24	20	8															
Qtr 4 23/24	16	9															
<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 higher than normal, but 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, and now includes base projections to the end of the year and highlights significant emerging issues that could cause these projections to change. This has informed regular messages from the Chief Executive and CMT to curtail non-essential expenditure.</li> <li>Financial delegations have been removed in large parts of the organisation, to ensure that spending decisions are generally made by the most senior managers. This includes sign-off of all proposed recruitment by the Corporate Management Team.</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> </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>The Business Change Programme will be launched in March 2024, with delivery of the target savings within it for each of the next 3 years a primary focus. Progress will be closely monitored by CMT.</td> <td>Corporate Management Team, Executive Director: Resource</td> <td>March 2025</td> </tr> <tr> <td>Resources are to be identified and allocated for SEND improvement activities, to enable the Safety Valve activities to be delivered at pace and minimise cost increases.</td> <td>Corporate Management Team, Executive Director: Resource</td> <td>March 2024</td> </tr> <tr> <td>Savings included in the 2024/25 budget are to be RAG rated to ensure that risks to delivering the anticipated financial benefits are understood before the start of the year and mitigating actions can be taken as necessary to maximise these.</td> <td>Corporate Management Team, Executive Director: Resource</td> <td>March 2024</td> </tr> </tbody> </table>			Officer responsible	Target date	The Business Change Programme will be launched in March 2024, with delivery of the target savings within it for each of the next 3 years a primary focus. Progress will be closely monitored by CMT.	Corporate Management Team, Executive Director: Resource	March 2025	Resources are to be identified and allocated for SEND improvement activities, to enable the Safety Valve activities to be delivered at pace and minimise cost increases.	Corporate Management Team, Executive Director: Resource	March 2024	Savings included in the 2024/25 budget are to be RAG rated to ensure that risks to delivering the anticipated financial benefits are understood before the start of the year and mitigating actions can be taken as necessary to maximise these.	Corporate Management Team, Executive Director: Resource	March 2024			
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- The final 2024/25 budget proposals include a lower than expected use of reserves, due to additional funding being made available by Government through the local government finance settlement. This moves the Council closer to a medium-term financially sustainable position.
- Leader and Executive Member for Finance and Business Change receive regular briefings on the projected current and future years' financial position.
- Council approved a Flexible Use of Capital Receipts strategy in November 2023, to secure funding to deliver the Business Change programme that aims to ensure a sustainable organisation into the future.

**Link to Borough Priorities: Engaged and healthy communities**

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

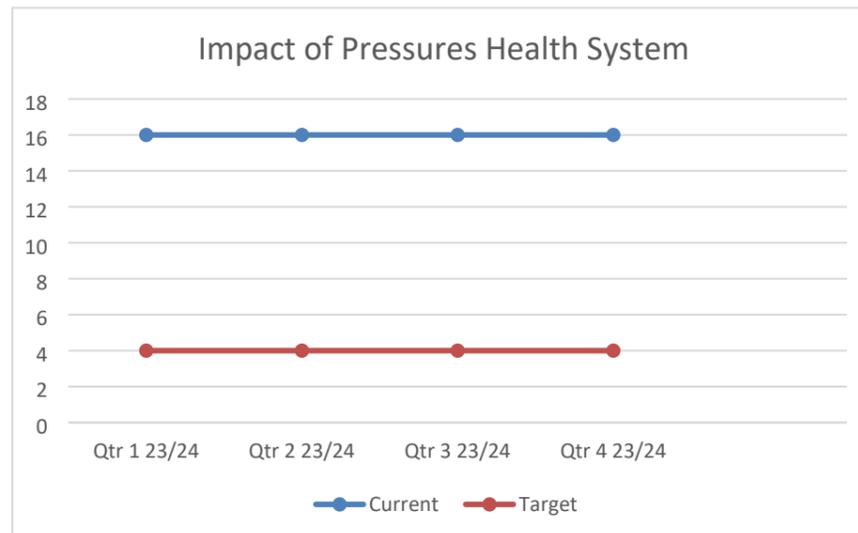
**Risk Owners: Executive Director: People**

**Risk Rating (Likelihood x Impact)**

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
- Increased safeguarding risk due to transfer of ownership of funding for the S12 doctors (independent psychiatrist under s.12 MHA 1983)
- Increased pressure on whole system due to seasonal fluctuations in demand (winter pressures)



**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.

Frimley ICS is currently in the process of concluding and implementing a revised management structure which reduces investment in posts alongside their requirement to deliver increased savings.

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 and Safety Valve Programme Board
- Regular meetings with Trust and Approved Mental Health Practitioners to monitor situation

**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>
Increase level of challenge around funding decisions made by Health Partners including increased scrutiny around panel decisions via Scheme of Delegation limits	Responsible AD's / Exec Director: People	(Ongoing) March 2025
Increased scrutiny of investment in Better Care Fund and associated reporting	Exec Director – People Adults Business Partner - Finance	Monthly

**Link to Borough Priorities : Thriving and connected economy**

**Risk 3: Local Economy Resilience**

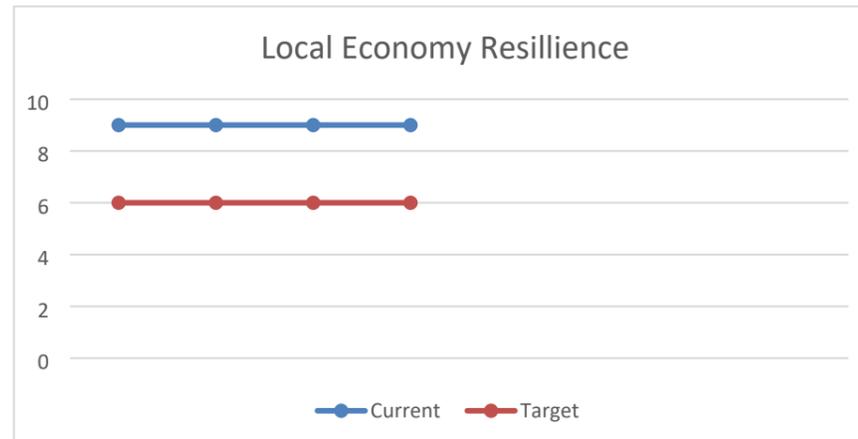
**Risk Owners:** Executive Director: Place, Planning and Resources

**Risk Rating (Likelihood x Impact)**

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**

	<b>Officer responsible</b>	<b>Target date</b>
Bracknell Forest Economic Strategy and Action Plan adopted by the council.	Head of Economic Development and Regeneration	Completed
Support the Bracknell Business Improvement District (BID) to achieve a second 5-year term	Executive Director Place Planning and Regeneration	October 2024
Following the adoption of the economic strategy, the ESDP will be replaced by a new entity, Bracknell Forest Economic Partnership with four thematic sub groups to support the local economy.	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
Berkshire Local Skills Improvement Plan published and approved. Fund allocations being developed. BUK Shared Prosperity funded Bracknell Forest Skills & Training Hub project underway- anticipated summer 2024	Head of Economic Development and Regeneration	LSIP approved, actions and funding ongoing

**Link to Borough Priorities: Engaged and healthy communities**

**Risk 4: Demand Management**

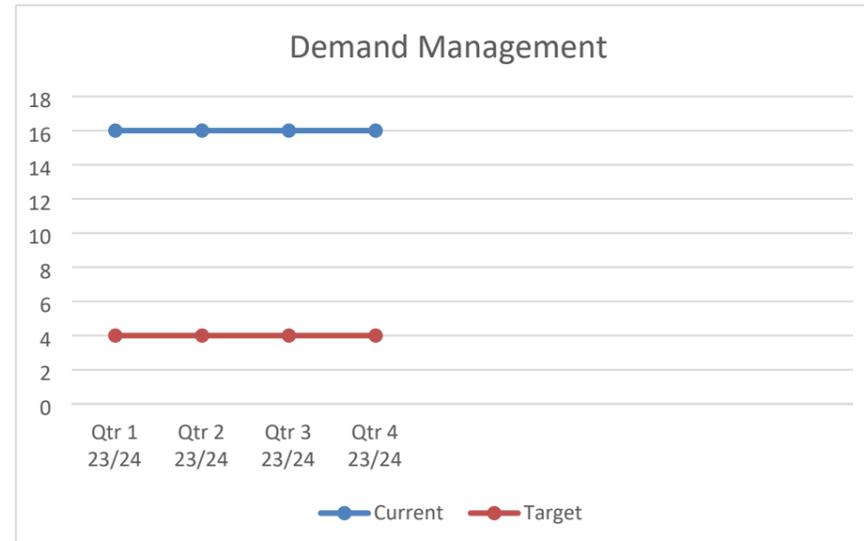
**Risk Owners: Executive Director: People**

**Risk Rating (Likelihood x Impact)**

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
- Sufficient workforce and market capacity within the whole system to effectively manage seasonal fluctuations



**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 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
- Market Position Statement developed and published February 2024
- Heathlands is now being utilised on a phased basis
- 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.
- Strategy refresh in key areas – e.g. Placement sufficiency
- Regular performance monitoring and reporting to DMT
- 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**

	<b>Officer responsible</b>	<b>Target date</b>
ASC Customer Journey Project – phase 1 and phase 2	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.	Assistant Director: Children's Social Care	Ongoing
Disability needs assessment to be developed to inform future planning	Executive Director – People Deputy Director Public Health	March 2025
Market workstream within people improvement programme	Assistant Director: Commissioning	Ongoing

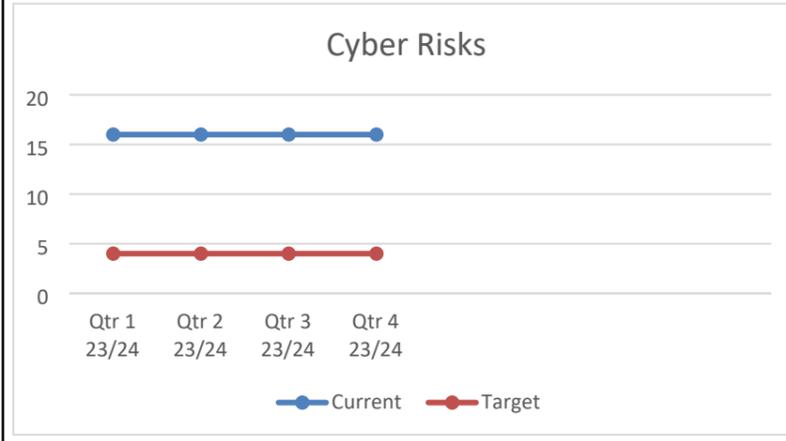
Link to Borough Priorities: Engaged and healthy communities  
 Link to Borough Priorities: Thriving and connected economy

**Risk 5: 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)**  
 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.

**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 is replacing 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
- We have a team member doing an apprenticeship in cyber security
- Increased staff communications to ensure awareness of risks

**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
- Incident response service is in place.
- Cyber Security training for all staff is now mandated and annual refresher is introduced for in year.
- Implementation of NCSC exercises in a box

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

- Cyber Security policies all re-written and published on the intranet

**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 Focus, Digital & IT	First meetings held – cost being assessed – Oct 2024
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 Focus, Digital & IT	Current phase end of June 2024 (unless other priorities impact date)
Implementation of NCSC Cyber Assessment Framework.	Assistant Director: Customer Focus, Digital & IT	March 2025
Introducing additional security measures including phishing-resistant multi-factor authentication.	Assistant Director: Customer Focus, Digital & IT	Current phase end of March 2024 and next phase will run across until March 2025
Reassess environment against zero trust principles	Assistant Director: Customer Focus, Digital & IT	Will run in line with the Cyber Assessment Framework
Further conversations with other Local Authorities with respect to mutual aid collaboration	Assistant Director: Customer Focus, Digital & IT	Ongoing

- 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
- 2012 R2 Windows servers have been replaced.

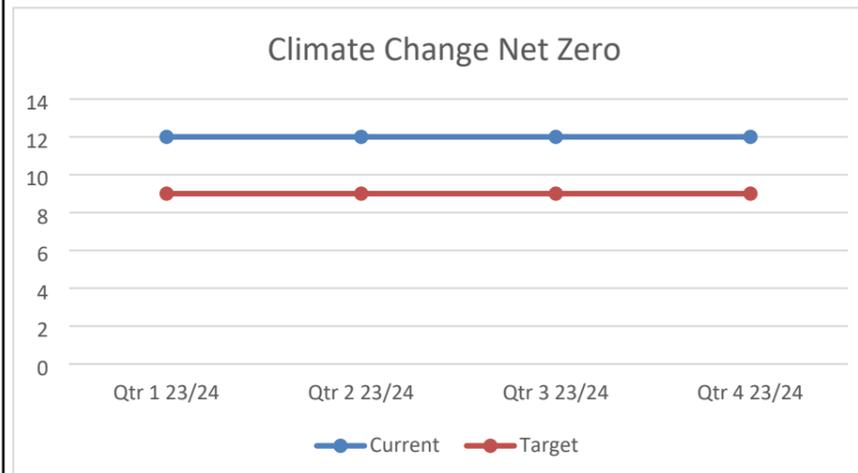
**Link to Borough Priorities: Green and sustainable environment**

**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)**  
 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. The strategic direction and governance arrangements for climate change over the next 5 years have now been developed to provide a framework that will deliver the Council’s climate change objectives. A Joint Climate Action Board supported by several Working Groups will develop a Community Climate Emergency Strategy.

**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 to be reviewed and refreshed during 2024
- Climate Change Officer Board and Members’ Climate Change Working Group
- Joint Climate Action Board developing Community Climate Emergency Strategy
- Climate change action plan in place with baseline and targets
- 2 x F/T Climate Change Officers
- Flood Risk Management is already within current Planning for all new developments
- Water supplies (drought) & Heatwaves – are in Emergency Planning
- Planning – New Local Plan has tightened some requirements with regards renewable on-site energy generation and energy efficiency. Plan includes increasing biodiversity and provision of EV charging / encouraging active travel mitigations on all new developments
- Emergency Planning – should cover changing climate generally
- Biodiversity – revised Biodiversity Strategy under development.
- Committed to discussing climate adaptation needs in collaboration with Berks LA’s
- Interim greenhouse gas emissions targets in place within Corporate Plan.
- Assisting with development of Integrated Assessment Tool (identifies climate/environmental; health; and equalities considerations in council decision making).
- Embedding climate change thinking within corporate policies and actions (Net Zero: Business Change Prog)

**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
Planning future Electric Grid capacity needs / identifying renewable energy generation opportunities (Local Area Energy Plan)	Executive Director: Place, Planning and Regeneration/ Executive Director: Delivery	Ongoing
Invest to Save projects to reduce emissions	Executive Director: Place, Planning and Regeneration/ Executive Director: Delivery	Ongoing
Building repairs to be completed to enable Invest to Save projects to progress	Executive Director: Place, Planning and Regeneration/ Executive Director: Delivery	Ongoing
Sustainable Procurement Principles	Head of Procurement	Ongoing
Planning to facilitate improved monitoring of council’s scope 3 climate change emissions.	Head of Climate Change and Sustainable Living	Ongoing

Link to Borough Priorities: Engaged and healthy communities  
 Link to Borough Priorities: Thriving and connected economy  
 Link to Borough Priorities: Green and sustainable environment

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

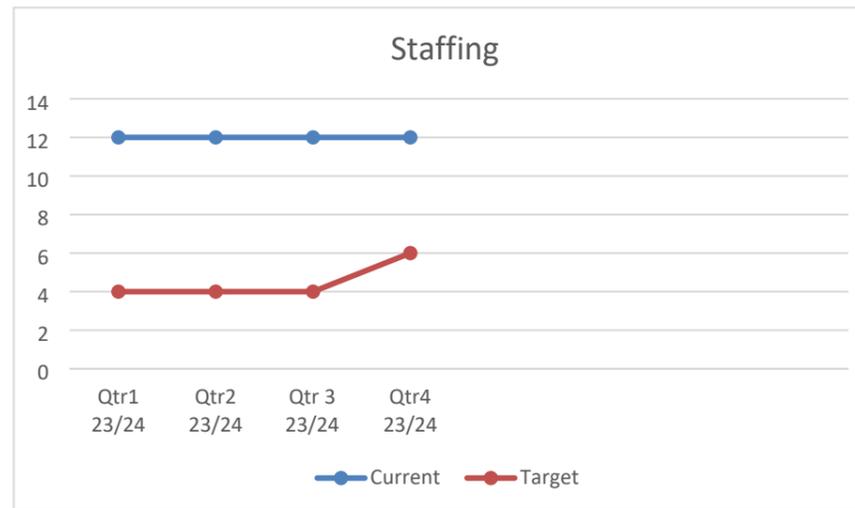
Risk Owner: CMT

**Risk Rating (Likelihood x Impact)**

- Current Residual 4 x 3
- Target Risk Score 3 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 absence, high cost locums/ agency workers now being produced for peer review at CMT.
- Increased governance on the neutral agency arrangements
- Continue to explore opportunities for apprenticeships including OT, planning, AMHP
- Retention and Recruitment project scoped as part of the business change programme – including additional capacity in HR/OD
- 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
Business change programme on recruitment and retention to be progressed	Assistant Director: Chief Executive's office	Ongoing
The use of agency staff is regularly monitored through HR, DMT 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	31/08/24
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
Employee benefits under review	Assistant Director: HR and OD	31/12/24
Explore workforce academy model	Assistant Director: HR and OD	31/03/25
Review applicant experience and trial new recruitment options	Assistant Director: HR and OD	Ongoing

**Link to Borough Priorities: Engaged and healthy communities**

**Risk 8: Council is unable to deliver the Safety Valve programme to achieve the financial savings within the specified time frames to bring the dedicated schools grant budget back into balance whilst ensuring that the council meets its statutory responsibilities.**

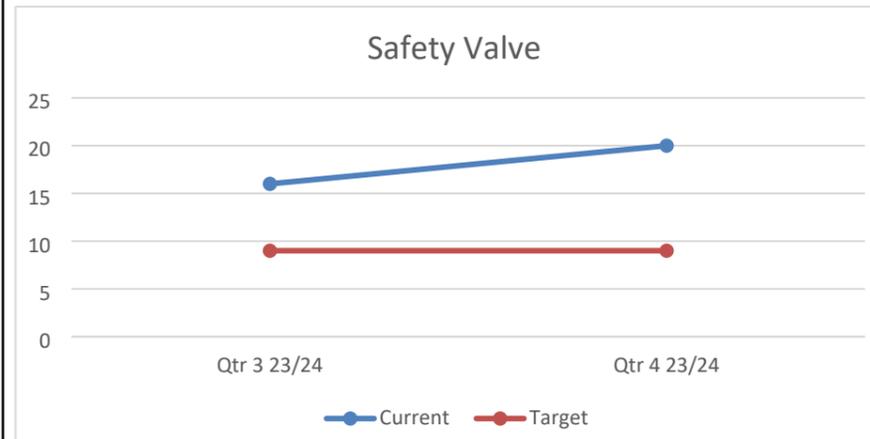
Risk Owner: CMT

**Risk Rating (Likelihood x Impact)**

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

**Potential Impact**

- Demand for services continues to grow significantly and statutory timescales cannot be met.
- Negative reputational impact on the council.
- When the statutory override ends, the council will be responsible for the full deficit, which will negatively impact the council's overall financial position.
- Salary caps prevent staff with required skills and experience being delivered leading to continued reliance on agency staff.
- Low staff morale.
- Further adverse external inspections.



**Rationale for current score:**

The council has not yet entered into a formal Safety Valve agreement with the DfE and all projects are in the early stages of planning and delivery. Resourcing to deliver all projects has not yet been confirmed. Significant savings will need to be delivered whilst at the same time improving the standard and timeliness of service delivered through reduction of agency staff, a new staffing structure and a revised delivery model.

**Rational for target risk score**

Need to implement actions to address the significant accumulated deficit £24.1m

**Current RAG rating** RED

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

- Final Safety Valve proposal submitted to DfE on 12 January. Reviewed at DfE advisory board and now with Secretary of State for decision.
- Engagement and coproduction with local school leaders (headteachers and chairs of governors) and the Parent Carer Forum.
- Capital plans developed to create increased local SEND capacity
- Workstreams and projects identified to deliver improvements in service and financial savings, with positive feedback from DfE's SEND and Finance advisers.
- Project leads identified for all SV projects and high-level project plans drafted.
- New staffing structure endorsed by CMT on 07/02/24.
- Self-delivery business case for new autism school submitted to DfE and now awaiting decision.
- Funding agreed for new SEMH school at full Council on 10 January.

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

	Officer responsible	Target date
Enter into a formal agreement if the proposal is accepted by the secretary of state. This must be in time for the publication of the agreement in March 2024 and before the start of the 2024/25 financial year	Chief Executive	March 2024
Capital plans being implemented to create increased local SEND capacity	Programme Director Education Capital Programme.	Sandhurst – 31/3/25 Edgebarrow – 31/8/25 All Saints Site - 31/8/26 Bucklers Park – 31/12/26 ( subject to DfE agreeing to BFC managing and delivery the project)
New staffing structure to be implemented	Assistant Director: Education and Learning	April 2024
DfE to agree to revocation of academy order for College Hall to enable the council to consult on its closure	Assistant Director: Education and Learning	March 2024
Confirm resourcing requirements for delivery of all projects	Assistant Director: Strategic Projects	February 2024
To deliver the formal written statement of action. Review of governance arrangement to ensure effective delivery.	Assistant Director: Education and Learning	

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