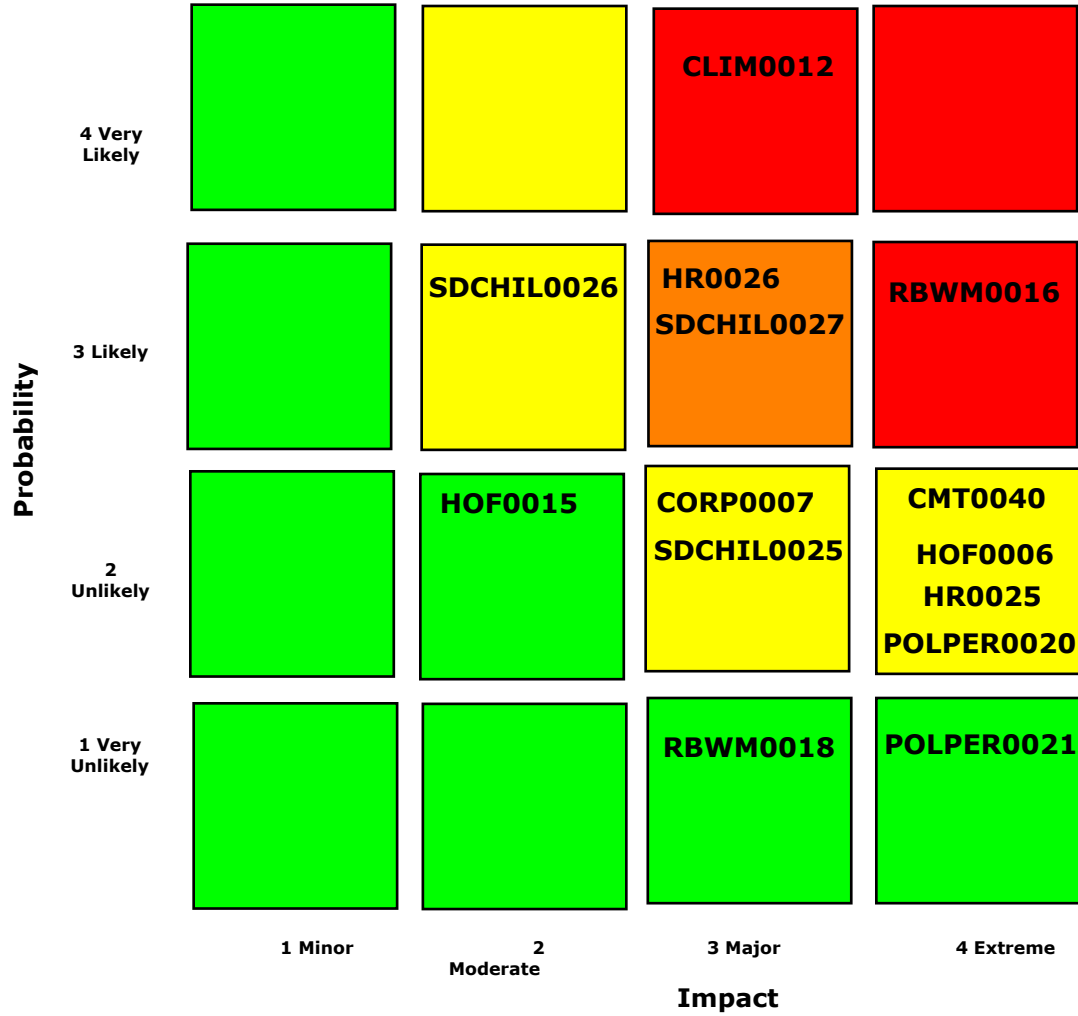


Appendix C – Current key strategic risks



Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
12	CLIM0012	<p>The impact of climate change may be captured under four key areas:</p> <ol style="list-style-type: none"> 1. Physical resilience - migration of and adaptation to largely physical consequences of climate change. Children and the elderly are highly vulnerable to such extreme conditions, and existing school sites/community centres are rarely designed or operated with climate change in mind. 2. Transition changes - greenhouse gas emissions. In April, when the world was in lockdown, daily global carbon emissions dropped by 17% compared with the previous year. 3. Liability - actions initiated against decision making bodies from people who suffer injury/loss/damage arising from climate change. 4. Opportunities to take advantage of new technologies/techniques to stop/reduce harmful activities. <p>The challenge is the wider emissions from business operations in the borough which is where the Climate Change partnership work is directed.</p>	Andrew Durrant	28/07/2023
12	RBWM0016	<p>Impact of winter flu and possible future pathogen variants. There is nothing to suggest that future pathogen variants will be any less problematic than Covid-19.</p> <p>The current scientific advice is that a pandemic outbreak is highly likely to occur in the next 5-10 years. Confidence in this projection is informed by improved analysis of greater accuracy around mining animal health data where these infections begin.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant ongoing pressure on local national health services. A critical incident has therefore been reported across the Frimley Health and Care Integrated Care System. - Winter flu might be more damaging to certain parts of our local community. - Loss of key staff and reduced service resilience to the impacts of absence. <p>Much of the control is outside the ability of the council but this shouldn't mean that the exposure to the risk isn't significant. Note the current risk rating and appetite metrics will vary depending on the area of impact. Thus the values depicted here should be read with that in mind.</p>	Stephen Evans	01/08/2023
9	HR0026	<p>Workforce stability is threatened because pay scales offered RBWM are perceived as being significantly adrift from other local authorities, both locally and nationally.</p> <p>Loss of key staff from impacts of winter flu.</p> <p>Leads to significant challenge in recruiting particularly in hard to fill roles given the corresponding impact of the general increase in the cost of living.</p> <p>This will lead to problems around service delivery and the attendant effects on our reputation and meeting legislative demands.</p>	Stephen Evans	31/08/2023
9	SDCHIL0027	<p>Mental Health crisis accelerates with impact on RBWM to support consequences e.g. demand pressures on scarce resources.</p> <p>To some degree brought about by gradual but significant changes in societal arrangements i.e. a greater number of residents living alone.</p>	Kevin McDaniel	29/06/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
8	CMT0040	<p>Insufficient emergency response by the council. The outward looking position of RBWM is the key thing here which includes our relationship with other emergency responders.</p> <p>There is also the impact on RBWM from failures in our links with external networks and supply chains e.g. impact of local or global political unrest, any failure in the integrity for gas/electric/other utilities on which the council relies esp. re: vulnerable people.</p> <p>This could lead to residents being without the necessary assistance and increased financial impact on RBWM should a critical event occur.</p> <p>Underdeveloped and untested business continuity planning may reduce the ability of the council to provide critical functions in the event of emergency situation and put strain on sustaining council services in crisis situations.</p>	Andrew Durrant	29/06/2023
8	HOF0006	<p>The council's financial strategy needs to be effective in dealing with pressures. If it isn't, there is the risk of a material impact on the council's financial sustainability.</p> <p>The CIPFA action plan along with a robust MTFS and improved budget management (as detailed in the last three budgets) have stabilised matters. Addressing the impact of several years of low CTax bills is a concern. The council has begun boosting its reserves.</p> <p>Confidence level: strong degree of confidence that the assessments accurately capture the current position in risk terms. Timescale: as at Summer 23 our aim is that within 1-2 years the impact of our mitigations will result in sufficient resilience, as the general reserve reaches an optimum level.</p>	Andrew Vallance	13/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
8	HR0025	<p>IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre. Causes:</p> <ul style="list-style-type: none"> - Single point(s) of failure across network hardware and broadband infrastructure that could cause loss of service to one or more sites if failure occurs. - External cyber threats e.g. distributed denial of service (DDoS) attacks. - Loss/damage/denial of access to primary, secondary or hosted data centres. - Accidental or deliberate loss of data or physical/logical failure to disk drive. - Lapse of accreditation to Public Services Network. - Physical or virtual server corruption or failure. <p>Cyber-crime and/or corruption of data, breach of privacy/confidentiality (DPA, GDPR) caused by inadequate information security. The prime threats reported to the National Cyber Security Centre over the past 12 months include ransomware, malware, social engineering and supply chain attacks.</p> <p>The capacity of the organisation is inadequate to deal with the pace/scale of technological change or our ability to use technology to address changing demand. Obsolescence / incompatibility of technology and integration of older systems.</p> <p>This could lead to the inability of RBWM to function normally, specifically:</p> <ul style="list-style-type: none"> - increased costs of downtime in the event of insufficient back up - expensive emergency service to rectify at short notice. <p>Impacts are felt on three levels: operationally, as the council becomes unable to engage with residents; financially, as revenues are lost and remediation costs pile up; and reputationally, as people question the security of the data that's held about them.</p>	Nikki Craig	13/09/2023
8	POLPER0020	<p>Failure to secure best value in terms of service delivery. This relates to large contracts within people services along with highways, waste and property contracts.</p> <p>Poor contract management processes including procurement and re-procurement. The contract management process is not centralised. Improvements in this area are a priority in the CIP</p> <p>Council owned companies or major contractors delivering statutory and discretionary services on behalf of the council fail and/or go out of business as a result of increased demand or poor performance.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Statutory services for children and adults not delivered. - Resident facing community services, such as highways or waste collection, not delivered. - Reputational damage to the council. - Potential risks to public health. - Vulnerable adults and children may be left more at risk. - Problems in maintaining the streetscene to a safe level leading to highways injuries/claims against the Statutory highway authority. 	Andrew Vallance	30/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
6	CORP0007	<p>Uncertainty around the viability and delivery of major schemes and commercial projects involved in regeneration across the entire borough.</p> <p>The change in values of the gilt market (UK government bonds) affects investment in projects. This would affect a regeneration programme as there would be far less capital receipts involved for our biggest commercial projects. The timeliness of receiving capital receipts for these would also be affected.</p> <p>Leads to: Increased costs from the impact of building costs inflation. Increased cost of borrowing to developers.</p>	Andrew Durrant	29/07/2023
6	SDCHIL0025	<p>Major safeguarding issue has the potential to arise from a number of areas including:</p> <ul style="list-style-type: none"> - Pressure in the health system is passed onto the care system. - Financial pressures increase the complexity for some residents and families. - Exploitation of vulnerable people and children. <p>This is extended by a potential lack of intelligence around emerging risk areas.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant and preventable harm/death to vulnerable people. - Reputation damage to the council. - Local partners lose confidence - Ofsted / CQC rating drops impacting workforce and the expense of reinstating confidence is very costly. <p>Implemented controls are all monitored via quarterly commissioning reviews with Optalis and AfC, and via safeguarding partnership shared with TVP and ICB.</p>	Kevin McDaniel and Lin Ferguson	29/06/2023
6	SDCHIL0026	<p>The cost of living crisis results in increased levels of debt, community tension, and anti-social behaviour while there is reduced voluntary support and restricted preventative and early intervention from services.</p> <p>This could lead to significant spikes in demand for support services and reactive services across the public sector. For the council, attempts to manage demand may be a struggle with increased financial pressures.</p>	Kevin McDaniel	29/06/2023
4	HOF0015	<p>Fraud and corruption leads to loss of council resources. Loss of confidence in the organisation from residents and elected members.</p> <p>As an organisation, the council is committed to having effective anti-fraud and corruption policies designed to:</p> <ul style="list-style-type: none"> - Encourage prevention; - Promote detection; - Ensure effective investigation where suspected fraud or corruption has occurred; - Prosecute offenders where appropriate. 	Andrew Vallance	13/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
4	POLPER0021	<p>New legislation not responded to in a timely manner, breach of statute e.g. equality compliance, DDA.</p> <p>Inadequate response to new legislation, intervention by regulatory bodies and inspectorates, Judicial Reviews, HRA, DDA, GDPR, HASAWA etc. breaches</p> <p>Leads to intervention by regulatory bodies and inspectorates, Judicial Reviews, HRA, DDA, GDPR, HASAWA etc.</p> <p>Reputation damage and loss of confidence by residents, partners.</p> <p>The council cannot make satisfactory public report by way of AGS on the extent to which it complies with its own local code of governance.</p>	Elaine Browne	28/07/2023
3	RBWM0018	<p>Change of political control affects strategic direction of RBWM. Even if the current political party remains in overall control it is likely that many of the elected members will be new to the authority.</p> <p>Equivocation from ministers, lack of clear policy from central government and/or insufficient investment in public services.</p> <p>Leads to lack of confidence in the council from its partners/staff and short term funding problems arising from new cost burdens from central government.</p>	Stephen Evans	29/06/2023