

Appendix D - detailed key strategic risks

Risk Ref	Summary	Financial	Legislative	Reputation	Service Delivery	Likelihood	Profile	Appetite	Controls implemented or ongoing	Controls not fully developed	Controlled Risk	Risk Owner	Last Review
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>	Major	Moderate	Moderate	Major	Very Likely	12	medium/high	<p>1• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>2• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>3• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>4• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>5• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>6• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p> <p>7• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020).</p>	<p>1• Develop a Climate Change Adaption Plan.</p> <p>2• Identify investment opportunities and align supply chain improvements.</p> <p>3• Develop a granular view of identified risks to consider and act on exposure/impact.</p> <p>4• Community based discussions around solutions to be found through partnership working.</p> <p>5• Introduce climate change into every conversation and question all decisions that have climate change consequences.</p> <p>6• Establish what value is provided from the Climate Change partnership to whom we make an annual financial contribution</p> <p>7• Develop a Climate Change Adaption Plan.</p> <p>8• Identify investment opportunities and align supply chain improvements.</p> <p>9• Develop a granular view of identified risks to consider and act on exposure/impact.</p>	6	Andrew Durrant	29/03/23
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>	Extreme	Major	Extreme	Extreme	Unlikely	8	medium	<p>1• Calling on mutual aid (as part of the LRF).</p> <p>2• Joint Emergency Planning Unit (JEPU) contract.</p> <p>3• Partnering with the JEPU & LRF as appropriate.</p> <p>4• Training, lessons learnt and emergency planning sessions.</p> <p>5• Clear management of third party service delivery arrangements specifically procurement, commissioning and contract management.</p> <p>6• Testing our civil resilience response for: flooding risk, high profile asset sites, broader climate change response (where pos).</p> <p>7• Calling on mutual aid (as part of the LRF).</p> <p>8• Joint Emergency Planning Unit (JEPU) contract.</p> <p>9• Partnering with the JEPU & LRF as appropriate.</p> <p>10• Training, lessons learnt and emergency planning sessions.</p> <p>11• Clear management of third party service delivery arrangements specifically procurement, commissioning and contract management</p>	<p>1• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p> <p>2• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p> <p>3• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p> <p>4• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p> <p>5• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p> <p>6• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23.</p>	6	Andrew Durrant	29/03/23

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>	Major	Moderate	Major	Major	Unlikely	6	low/medium	<p>1• Ensure the intelligence on each development is as wide as possible.</p> <p>2• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>3• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p> <p>4• Ensure the intelligence on each development is as wide as possible.</p> <p>5• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>6• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p> <p>7• Ensure the intelligence on each development is as wide as possible.</p> <p>8• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>9• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p>	6	Andrew Durrant	29/03/23
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>	Extreme	Minor	Moderate	Major	Unlikely	8		<p>Quarterly board review</p> <p>1• Full team of business partners.</p> <p>2• Cabinet approved 23/24 budget Feb 23.</p> <p>3• Annual line by line base budget review.</p> <p>4• Reconstruct MTFS and align to corporate plan.</p> <p>5• Increased focus on monitoring debt recovery programme.</p> <p>6• Unrealised capital receipts are not to be committed to spending.</p> <p>7• Continue to make improvements to budget build. Embed business partner arrangements.</p> <p>8• 5 year savings plans commencing 2021. A further 5 yr plan presented to September 2022 Council.</p> <p>9• Management has a closely monitored corporate savings tracker noted monthly at ELT and Cabinet briefing.</p> <p>10• MTFP scheduled for July Cabinet. Strategic business plan process presented at Cabinet briefing w/c 12/06/23.</p>	8	Andrew Vallance	13/06/23

HOF0015	<p>Fraud and corruption leads to loss of council resources. Loss of confidence in the organisation from residents and elected members.</p>	Moderate	Moderate	Moderate	Moderate	Unlikely	4	low	<p>1• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>2• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>3• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>4• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>5• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>6• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>7• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p>	<p>1• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>2• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>3• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>4• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>5• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>6• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>7• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p>	4	Andrew Vallance	13/06/23
HR0025	<p>IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre.</p> <p>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 RRWM to function</p>	Extreme	Minor	Moderate	Extreme	Unlikely	8	low	<p>8• May 23 SWAP fraud risk assessment on all</p> <p>1• DDoS protection in place.</p> <p>2• Disk drives are configured to use RAID technology.</p> <p>3• Multiple data centres provides increased resilience.</p> <p>4• Enhanced password policy to enforce industry best-practice.</p> <p>5• Secure remote working with computers, encrypted area for sensitive laptop data.</p> <p>6• Line of business systems hosted either on local servers or on remote cloud-hosted servers.</p> <p>7• DPO/SIRO to check and take action when inappropriate external transmissions of data are reported.</p> <p>8• Diverse routing of external network links supplied and supported by tier-one UK network suppliers.</p> <p>9• Appointment of solutions architect who's activity will include penetration testing to check defences.</p> <p>10• Business continuity/disaster recovery All</p>	<p>8• SWAP to assist with next steps re: fraud 1• Enable multi-factor authentication on Microsoft cloud services.</p> <p>2• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p> <p>3• Create and apply a robust exit strategy with accountabilities when staff leave the organisation or return surplus IT equipment.</p> <p>4• Enable multi-factor authentication on Microsoft cloud services.</p> <p>5• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p> <p>6• Create and apply a robust exit strategy with accountabilities when staff leave the organisation or return surplus IT equipment.</p> <p>7• Enable multi-factor authentication on Microsoft cloud services.</p> <p>8• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p>	3	Nikki Craig	13/06/23

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>	Moderate	Moderate	Moderate	Major	Likely	<div style="background-color: orange; color: white; text-align: center; padding: 5px;">9</div>	low	<p>1• Annual pay negotiations with Unions undertaken.</p> <p>2• Flexible and hybrid working arrangements supported.</p> <p>3• Comprehensive benefits and wellbeing packages in place.</p> <p>4• Benchmarking data collected annually around hard to fill posts.</p> <p>5• Provision for salary increases made in the medium term financial plan.</p> <p>6• Use of salary gateways where appropriate and revisions to posts with a view to attracting suitably qualified candidates.</p> <p>7• Annual pay negotiations with Unions undertaken.</p> <p>8• Flexible and hybrid working arrangements supported.</p> <p>9• Comprehensive benefits and wellbeing packages in place.</p> <p>10• Benchmarking data collected annually around hard to fill posts</p>	<p>1• CEO to sign off recruitment strategy.</p> <p>2• Continual review of terms and conditions and further national benchmarking.</p> <p>3• CEO to sign off recruitment strategy.</p> <p>4• Continual review of terms and conditions and further national benchmarking.</p> <p>5• CEO to sign off recruitment strategy.</p> <p>6• Continual review of terms and conditions and further national benchmarking.</p> <p>7• CEO to sign off recruitment strategy.</p> <p>8• Continual review of terms and conditions and further national benchmarking.</p> <p>9• CEO to sign off recruitment strategy.</p> <p>10• Continual review of terms and conditions and further national benchmarking.</p> <p>11• CEO to sign off recruitment strategy.</p>	<div style="background-color: green; color: white; text-align: center; padding: 5px;">3</div>	Stephen Evans	13/06/23
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. 	Extreme	Moderate	Moderate	Major	Unlikely		<div style="background-color: yellow; color: black; text-align: center; padding: 5px;">8</div>	low/medium	<p>1• Change control mechanisms in place across all contracts.</p> <p>2• Exit clauses/strategies negotiated and in place across all contracts.</p> <p>3• Robust governance arrangements at Member and officer levels in place and operating.</p> <p>4• Quarterly and monthly contract meetings with Volker, quarterly commissioning reviews with Optalis and AfC</p> <p>5• Highways - published HMMP risk based as per 2018 Code of Practice to show our rationale in case of legal challenge to a claim.</p> <p>6• Change control mechanisms in place across all contracts.</p> <p>7• Exit clauses/strategies negotiated and in place across all contracts.</p> <p>8• Robust governance arrangements at Member and officer levels in place and operating.</p> <p>9• Quarterly and monthly contract meetings with Volker, quarterly commissioning reviews with Optalis and AfC.</p>		<p>12• Continual review of terms and capacity to assist services. Potential invest to save bid.</p> <p>1• Improve commercial management skills and capacity to assist services. Potential invest to save bid.</p> <p>2• Implementing audit recommendations. This is to include new contract management framework by 31 March 2024.</p> <p>3• Improve governance on the existing system of decentralised contract management as part of corporate improvement plan.</p> <p>4• Improve commercial management skills and capacity to assist services. Potential invest to save bid.</p> <p>5• Implementing audit recommendations. This is to include new contract management framework by 31 March 2024.</p> <p>6• Improve governance on the existing system of decentralised contract management as part of corporate improvement plan.</p> <p>7• Improve commercial management skills and capacity to assist services. Potential invest to save bid</p>	<div style="background-color: green; color: white; text-align: center; padding: 5px;">4</div>

POLPER0021	New legislation not responded to in a timely manner, breach of statute e.g. equality compliance, DDA.	Major	Moderate	Moderate	Extreme	Very Unlikely	4	low	<p>1• HOS and managers keep up to date with developments in their service areas.</p> <p>2• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>3• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>4• HOS and managers keep up to date with developments in their service areas.</p> <p>5• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>6• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>7• HOS and managers keep up to date with developments in their service areas.</p> <p>8• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>9• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>10• HOS and managers keep up to date with developments in their service areas</p> <p>1• RBWM Outbreak Control Plan.</p>	4	Elaine Browne	29/03/23
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>	Extreme	Moderate	Moderate	Extreme	Likely	12	medium	<p>2• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>3• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients.</p> <p>4• RBWM Outbreak Control Plan.</p> <p>5• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>6• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients.</p> <p>7• RBWM Outbreak Control Plan.</p> <p>8• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>9• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients</p>	8	Stephen Evans	29/03/23

RBWM0018	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.	Moderate	Moderate	Major	Major	Very Unlikely	3	low	1• Brief and engage with opposition groups during the life of the administration.		3	Stephen Evans	29/03/23
	Equivocation from ministers, lack of clear policy from central government and/or insufficient investment in public services.								2• Management teams working with political leaders in advance of financial announcements in manifestos.				
	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.								3• Any transition will be managed with the various stakeholders to keep the organisation on course and to keep those stakeholders c				
									4• Brief and engage with opposition groups during the life of the administration.				
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									7• Brief and engage with opposition groups during the life of the administration.				
									8• Management teams working with political leaders in advance of financial announcements in manifestos.				
SDCHIL002 5	Major safeguarding issue has the potential to arise from a number of areas including: - 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.	Major	Major	Major	Major	Unlikely	6	low/medium	1• Adult safeguarding core groups meet weekly/fortnightly to assess risk.	1• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).	6	Kevin McDaniel and Lin Ferguson	29/03/23
	This is extended by a potential lack of intelligence around emerging risk areas.								2• Training and supervision of internal social care staff in adult safeguarding.	2• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).			
	Leads to: - 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.								3• Adults implementing QA and Quality Assurance process to prepare for CQC inspection.	3• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).			
	Implemented controls are all monitored via quarterly commissioning reviews with Optalis and AfC, and via safeguarding partnership shared with TVP and ICB.								4• In the event of a significant incident a safeguarding case review will investigate.	4• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).			
									5• Business plan stipulating the activity of the service to specifically mitigate safeguarding risk.	5• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).			
									6• Revised adult and childrens safeguarding partnership arrangements implemented with external scrutineers engaged throughout.	6• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).			
									7• Performance management of adult safeguarding referrals & investigations. If needed, can lead to change of provider/practice.				
									8• Known risk areas strategies incl. CSE. Community Safety Partnership leadership of County Lines agenda. Includes info sharing.				
									9• Multi-agency safeguarding hub (MASH) strengthens response to children and young people				

SDCHIL002 6	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.	Moderate	Moderate	Moderate	Moderate	Likely	6	low/medium	<ul style="list-style-type: none"> 1• HSF pilot well established. 2• Active communication about ways of getting support (Here to Help). 3• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 4• HSF pilot well established. 5• Active communication about ways of getting support (Here to Help). 6• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 7• HSF pilot well established. 8• Active communication about ways of getting support (Here to Help). 9• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 10• HSF pilot well established. 	6	Kevin McDaniel	29/03/23	
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.													
SDCHIL002 7	Mental Health crisis accelerates with impact on RBWM to support consequences e.g. demand pressures on scarce resources.	Major	Moderate	Moderate	Major	Likely	9	low	<ul style="list-style-type: none"> 1• Develop "Mental Health in School" teams across the borough 2• Promote wellbeing and self-care options through public health and comms channels. 3• Engage with ICB and ICP to ensure that health services prioritise mental health services. 4• Develop "Mental Health in School" teams across the borough 5• Promote wellbeing and self-care options through public health and comms channels. 6• Engage with ICB and ICP to ensure that health services prioritise mental health services. 7• Develop "Mental Health in School" teams across the borough 8• Promote wellbeing and self-care options through public health and comms channels. 9• Engage with ICB and ICP to ensure that health services prioritise mental health services. 10• Develop "Mental Health in School" teams across the borough 	<ul style="list-style-type: none"> 1• Public health strategy alignment. Progress in Frimley ICB. 2• One MHST team in Windsor cluster, ICB and NHSE plan to deliver all teams by 2025. 3• Exec Director of People on ICP, influencing strategic plan due for submission to NHSE by end of 2022. 4• Public health strategy alignment. Progress in Frimley ICB. 5• One MHST team in Windsor cluster, ICB and NHSE plan to deliver all teams by 2025. 6• Exec Director of People on ICP, influencing strategic plan due for submission to NHSE by end of 2022. 7• Public health strategy alignment. Progress in Frimley ICB. 8• One MHST team in Windsor cluster, ICB and NHSE plan to deliver all teams by 2025. 9• Exec Director of People on ICP, influencing strategic plan due for submission to NHSE by end of 2022. 	3	Kevin McDaniel	29/03/23
To some degree brought about by gradual but significant changes in societal arrangements i.e. a greater number of residents living alone.													