

## Detailed Risk Report (incl Control Measure Target Date)

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Target Risk			Responsibility	CPT
					L	I	Total	L	I	Total		
ICT0080	Supply-chain issues (for example with computer chips) could lead to delays in receiving goods ordered Examples being network hardware in the NTH, monitors, laptops etc.	Delivery dates beyond the project plans. Step change in demand that pressures the need for additional equipment i.e. back to business initiative	Non-availability of network at NTH, non-availability of AV kit for NTH Lack of suitable equipment for new starters Not the full complement of equipment on desks in readiness for the return to offices		5	5	25	2	2	4	Adrian Gorst	

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RS0056	The Council may significantly overspend its budget, fail to deliver savings and continue to rely on dwindling reserves. As of January 2021 we have a balanced position forecast for 2021/22, albeit utilising significant one off COVID funding to achieve this. A balanced budget has been set for 2022/23, with a single year budget set in March 2022, and the Council will review its medium-term funding position in the 22/23 financial year.	COVID-19 Virus outbreak and associated increase in costs. Loss of income in particular council tax, business rates and leisure events. Poor budget management Failure to deliver savings	Significant financial losses, overspent budgets, further drawn down on reserves.	Financial Measures CLT and SLT have prepared savings proposals to deliver savings across 9 themes which were presented Members for their agreement:  1. New ways of working from the pandemic 2. Managing demand by enabling people to help themselves 3. Streamlining our back office 4. Greater use of community assets 5. Digital 6. Buildings 7. Non- statutory services 8. Joining up services 9. Headcount reductions Financial Actions Increased focus on budget management. Budget Managers Handbook Issued. All budget managers directed by CLT to remain in budget. High risk budgets reviewed by the Corporate Director Resources or the Divisional Director of Finance, Procurement and Audit. Redoubled efforts to deliver previously agreed savings proposals.	5	4	20	Monitoring and Control  Continual focus on budget management. Closely tracking delivery of savings and identifying alternatives if proposals become undeliverable. Regular budget reporting to CLT, Portfolio Leads, MAB and Cabinet. <b>Allister Bannin</b> <b><u>Required Control Measure</u></b> <b>Target Date:</b> <b>31/03/2023</b>	4	3	12	Nisar Visram			
ICT0076	The IT service is unable to maintain or recover essential services following an incident or event.	- Hardware failure - Software failure - Connectivity failure - Environment failure (power, aircon) - Physical failure (fire, flood, theft) - Service failure (cloud provider) - Provider failure (business disruption or failure)	- Degradation or interruption to public services delivered by the council impacting citizens - Inability to meet statutory, regulatory and contractual obligations - Reputational harm - Colleagues unable to work, time and money wasted - Colleagues need to repeat or catch up on		4	4	16	New policies, procedures, guidelines and audit points covering IT backup/restore, disaster recovery and BCP.  - New policies, procedures, guidelines and audit points covering IT backup/restore, disaster recovery, business continuity and resilience covering all IT applications and services. - Achievable RTCs and RTOs being loaded onto Clearview - review underway	1	4	4	Melanie Rose			

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			missed or lost work time and money wasted - Loss of morale										
RSB0023	There is a risk that the statement of accounts will received a qualified opinion for 2020-21.	External audit of the statement of accounts and the subsequent findings/outcome.	Qualified opinion on statement of accounts. Reputational damage to the Council.		4	4	16		2	2	4	Nisar Visram	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To

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RSBR0007	A significant reduction in the councils income across all income streams due to COVID-19 and economic downturn as a result of government initiatives coming to and end, businesses not opening, and further spikes in infections.	COVID - temporary shut down of all collection and enforcement processes. Government funding coming to an end for furloughing schemes. Fees and charges not being raised. Decreased revenues and changes in demand for business premises - businesses moving out of Canary Wharf leading to a reduction in business rates, Landlords not being able to let large assessments and stripping them out which reduces the RV to Zero producing no yield. Office accommodation potentially being exempt. Local economy slow to restart, businesses failing	Significant loss of income for all income areas across the council Financial Pressure on the Councils finances		4	4	16	Monitor losses in RV due to Zero RV's being given to large assessments by the Valuation Office Agency  Reducing RV's to zero have seen rating income impacted significantly with landlords choosing to carry out significant structural alterations while new tenants cannot be found. Consider whether further funds need to be set aside to increase provisions to cover the loss in income Collection Rates are monitored weekly Data collected and reported monthly on estimated losses Data is collected monthly and monitored and reflected in estimates of losses Growth targets for both Council Tax base and ratebase are monitored monthly <b>Roger Jones</b> <b><u>Required Control Measure</u></b> <b><u>Target Date:</u></b> <b><u>07/04/2022</u></b>	3	2	6	Roger Jones	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		
ICT0071	Failure to ensure IT risks are within the scope of council-wide risk management and internal control frameworks in the following areas; - ICT availability and continuity risk - ICT security risk - ICT change risk - ICT data integrity risk - ICT outsourcing risk	Changes to technology and interdependent software on various applications used within the Council.	- Loss of revenue. - Reputational damage. - Disruption to services.	Recruit and restructure to support the managed of ICT risk and governance - Restructure IT Office (now IT Service Management) to support the IT service areas during and then after it's Transformation - Recruit an IT Governance & Risk Manager - Recruit an IT Asset & Licensing Coordinator - Recruit Service Delivery Manager	3	4	12	Scheduled and targeted review of:  - ICT risk management policy, processes and risk tolerance thresholds - Organisational management and oversight framework - Internal audit coverage and findings - ICT risk controls that are specific for the identified material ICT risk. - How current the Information Asset Register is kept	2	4	8	Melanie Rose	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		

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ICT0073	Failure to deliver the business as usual IT service the council relies on to deliver public services.	<ul style="list-style-type: none"> <li>- Technical failures including hardware and software failures and service deficiencies</li> <li>- Lack of understanding of how the complicated environment works leading to errors and omissions</li> <li>- Insufficient documentation leading to errors and omissions</li> <li>- Insufficient capacity and/or capability</li> <li>- Supplier disputes</li> <li>- Supplier failure - insolvency, financial pressures, litigation, takeover etc.</li> <li>- Cyber security incidents are accommodated in SP0017 and managed by Information Security</li> </ul>	<ul style="list-style-type: none"> <li>- Sudden loss of access to one or more business critical IT services or a serious degradation to one or more services and therefore impacting citizens</li> <li>- Potential loss of data and loss of control over that data.</li> <li>- Inability to meet statutory, regulatory and contractual obligations</li> <li>- Reputational harm</li> <li>- Colleagues unable to work - time and money wasted</li> <li>- Colleagues need to repeat or catch-up on missed or lost work - time and money wasted</li> <li>- Loss of morale</li> </ul>	<p>Progress on delivery of reliable ICT</p> <ul style="list-style-type: none"> <li>- Future controls (the existing ones are too detailed for a high level risk)</li> <li>- Commodity contracts with specialist providers</li> <li>- Enhanced service integration function in house</li> <li>- Enhanced documentation including registers of key information with specific named owners</li> <li>- Implementation of service management disciplines</li> </ul> <p>Existing Control Measures</p> <ul style="list-style-type: none"> <li>- Replacement of legacy technology</li> <li>- Continual Service Improvement Plan</li> <li>- Monthly Operations Meeting</li> <li>- Commercial board</li> <li>- Frequent engagement with new strategic partners</li> <li>- Escalation routes with new strategic partners</li> <li>- Maintain list of alternative vendors for IT services</li> <li>- Maintain list of vendors for delivered IT Services</li> <li>- Regular review of vendor risk</li> </ul>	3	4	12	2	4	8	Adrian Gorst	

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RM0012	Unable to deliver an effective internal audit service.	Unable to recruit and retain sufficient and capable internal auditors. Unable to source an external delivery partner.	Audit objectives and priorities not met. Unable to provide an Annual Audit Opinion or complete AGS. Failure to adhere to Public Sector Internal Audit Standards. Failure to adhere to Accounts and Audit Regulations 2015.		3	3	9	Recruiting to vacancies and Contracting with Co-sourcing Provider  The service currently has two vacancies (Senior Internal Auditor and Internal Auditor) recruitment will begin in the new financial year (22/23). In addition a new contract for an internal audit delivery partner needs to be procured. Work has begun on the specification and it is anticipated an appointment will be made by the 30 June 2022. <b>Paul Rock</b>  <b><u>Required Control Measure</u></b> <b><u>Target Date:</u></b> <b><u>30/06/2022</u></b>	2	2	4	Paul Rock	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		
CS0008	Our move to offer more services digitally, and to make this our default customer channel will exclude some residents impacting on their ability to access council services and the council's reputation	1.As we redesign service pathways, services may not adequately consider how they will meet the needs of those without digital access or skills 2. Disruption to the digital hub offer (eg closure due to more waves of covid) may mean that those who use the public network to access council services may not be able to access them	A small number of residents (by nature possibly some of our most disadvantaged) may not be able to access council services	Service Design We are working with services to ensure they include those without digital access in their designs. Furthermore we have developed a 'template' approach that will help them think through all the issues they need to in order to put a service on line. For example, "How will you support residents who have no digital access?" is one of the things they will be asked to specify.	4	2	8	Emergency Telephony  During any closure of the Digital Hubs or Idea Stores we will redeploy staff to telephones so that we are able to deal with increased calls related to the pandemic. <b>Sergio Dogliani</b>  <b><u>Required Control Measure</u></b> <b><u>Target Date:</u></b> <b><u>30/06/2022</u></b>	1	3	3	Raj Chand	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		

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ICT0070	<p>Failure to deliver ICT change/transformation - Change Management is not managed and controlled, responsibilities are not defined etc. Failure to deliver effective and appropriate ICT change/transformation in a timely manner which ends up hindering progress leading to dissatisfaction.</p>	<p>- Insufficient funding to meet agreed demand for IT change/transformation - Some of the change work has been postponed or staggered due to lockdown and Covid-19. Priority is to deliver BAU IT service and EUC (End user computing), particularly rollout out of laptops with O365</p> <p>- Insufficient capacity to meet agreed demand for IT change/transformation and sustain it. Unable to secure necessary people to deliver and sustain technical and organisational change.</p> <p>- Insufficient capability to meeting agreed demand for IT change</p> <p>- Resource, difficulties in recruiting and retaining both perm and agency project management staff will lead to delays in project delivery and therefore realisation of benefits. Included in this risk is project management resource sourced via partners.</p> <p>- Availability of technical resource to work on projects is limited, and it is extremely challenging to bring in staff to back-fill or work directly on projects.</p> <p>- New technology does not work as anticipated</p>	<p>- Inability of wider council to sustain services</p> <p>- Failure to deliver ICT for the civic centre move.</p> <p>- Failure to provide requisite services.</p> <p>- Failure to obtain the full benefits from the investment in new hardware/software.</p> <p>- Misallocation of scarce resources.</p> <p>- Diminished reputation of the IT Service</p> <p>- Inability to deliver IT MTFS savings through service efficiencies</p> <p>- Inability to delivery wider council MTFS savings through service efficiencies</p>	<p>Monitor Progress &amp; Sustainability</p> <p>- Business change element of IT Transformation and Change recognised and established Digital Portfolio Board established to provide governance, receives monthly reports.</p> <p>- Oversight by CLT Transformation Board.</p> <p>- Monitor progress on IT transformation through IT Portfolio Management,</p> <p>- RAG ratings defined and consistently applied</p> <p>- IT management of IT projects.</p> <p>- Business change with IT portfolio team</p> <p>Funding and benefits Benefits realisation - did the project achieve what it set out to do Benefits should be publicised in all Comms including Yammer Request More funding Benefits realization in PM toolkit Failure to obtain decisions</p> <p>- Establish robust and agreed mechanism to make decisions on project prioritisation and funding. Create a forward plan to address slow decision making</p> <p>- IT contracts forward plan has been developed and is being updated regularly</p> <p>Controls</p> <p>- Project managers accountable for project budgets</p> <p>- Budget monitoring at project level</p> <p>- Enhance lesson learned from projects to improve future performance undertaken</p>	2	4	8	Secure People through various forms	Securing the people needed to complete our work remains exceptionally difficult due to intense competition for technical skills and we are using direct recruitment, agency recruitment and commissioning services and still struggling. Our Corporate Director has authorised a review of agency rates to see if this attracts more and better applicants.	"develop a recruitment plan and check if it works" run - review - close.	<b>Adrian Gorst</b>	<b>Adrian Gorst</b>	1	4	4	Adrian Gorst	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To
								<p><b>Adrian Gorst</b></p> <p><b><u>Required Control Measure</u></b></p> <p><b>Target Date:</b> <b>01/04/2022</b></p> <p>Establish a Three Year Plan</p> <p>- Establish a rolling three year plan to allow time to identify change activities, agree priority, secure funding, align capacity and capability and implement governance.</p> <p><b>Adrian Gorst</b></p> <p><b><u>Required Control Measure</u></b></p> <p><b>Target Date:</b> <b>31/03/2022</b></p>									

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		<p>or is not adopted by the organisation</p> <ul style="list-style-type: none"> <li>- Slow decision making and inability to prioritise IT change activities through governance processes</li> <li>- Inability to stabilise prioritisation through to delivery, projects that have been prioritised are constrained by willingness and availability of stakeholders to engage with projects - another capacity issue.</li> <li>- Changes in the wider environment result in benefits not being achieved</li> <li>- Project deficiencies result in the anticipated benefits not being achieved</li> <li>- Relationship with providers</li> <li>- Achievement of MTFS savings, challenging timelines are being set without full consultation with project delivery, uncoordinated approach to savings proposals which will lead to savings not being achieved as envisioned.</li> </ul>										



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REV0013	Failure to comply with the new General Data Protection regulations.	Data security compliance. Right to be forgotten etc.	Large fines for non compliance	Monitor Progress on deletion of data We must remove data in line with our data retention policies and in line with GDPR principles	2	4	8	1	2	2	Roger Jones	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To

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RS0061	Office accommodation has largely been left out of any business rates reliefs during 2020/2021 and Businesses/MHCLG/VOA /Rating Agents are in discussion to try and achieve a reduction in rateable values through the Material Change in Circumstances provisions (MCC). This was reported by the BBC as a 25% reduction although there has been no communication from central government to confirm this. There has also been no clear guidance from central government regarding the Expanded Retail Scheme under which we currently receive over £100m and whether this will continue into 2021/2022. If it does not it is likely that that will further MCC appeals for Retail, Hospitality and Leisure businesses. There is a 75% compensation scheme in place for losses in the current year but it is not clear whether this will continue into 2021/2022. All of the above make it extremely difficult to know what to do for the NNDR1 return and how to estimate the impact on the councils income for 2021/2022	A reduction in rateable values of 25% (or more) for offices. Retail Hospitality and Leisure could follow if reliefs are not extended into 2021/2022	Using the VOA SCAT codes for offices codes: CO, COC, COO, COS and COW: Total RV: £604,112,975 No. of props: 6531. We currently receive over £100m in Retail Hospitality and Leisure Relieve which could be lost		2	4	8	Allocating new CARF to business ratepayers  The Government have introduced the new Covid Additional Relief Fund (CARF) to provide rate relief to businesses that not had access to the Extended Retail Relief. The fund for LBTH is £26m and work is underway to design the scheme and work with software suppliers to allocate these funds ASAP. Provision for MCC appeals have now been taken out of the provisions and released back into the collection fund and appeals on MCC grounds as a result of Covid will not be allowed. <b>Roger Jones</b>  <b><u>Required Control Measure</u></b> <b><u>Target Date:</u></b> <b><u>31/03/2022</u></b>	2	2	4	Roger Jones	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To