17 May 2023

Attachment 3

Detailed Risk Report (incl Control Measure Target Date)

					Current Risk				Target Risk				
Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	L	I	Total	Required Control Measures	L	I	Total	Responsibility	CPT
RS0056	The Council may significantly overspend its budget, fail to deliver savings and continue to rely on dwindling reserves. As of 31 December 2022 the Council is forecasting a balances position for the year, with underlying overspends and savings at risk of non delivery, offset by the application of reserves including additional funds received during the COVID pandemic . Reserves remain robust but there is a risk that the Medium Term Financial Strategy may require a significant draw down of reserves. Reserves can only be used once and therefore should not be used to plug permanent budget requirements.	COVID-19 Virus residual impacts and associated increase in costs. Loss of income in particular council tax, business rates and leisure events. Poor budget management Failure to deliver savings Demographic pressures in Adult Social Care, SEND related pressures in Childrens and Culture, Unfunded discretionary expenditure utilizing temporary reserves.	Significant financial losses, overspent budgets, further drawn down on reserves.	Financial Measures CLT and SLT have prepared savings proposals of £10m for the next financial year, with a further circa £40m to be identified over the MTFS period 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 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. ***Ahsan Khan*** ***Required Control Measure*** ***Target Date:*** ***30/11/2023***	4	3	12	Nisar Visram	

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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	Improvement Plan An extensive improvement plan was enacted and remaining tasks part of BAU from June 2022. Progress on resolving issues pertaining to the accounts will be reported to CLT and the Audit Committee. Main area outstanding related to a review of Corporate Systems and improvements in that regard. ***Ahsan Khan*** ***Required Control Measure*** **Target Date: 30/11/2023**	2	2	4	Nisar Visram	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To
ICT0076	The IT service is unable to maintain or recover essential services following an incident or event. Relates to - ORG0027 There is an ongoing risk of a cyber-attack and/or major loss of IT.	- Connectivity failure - 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 missed or lost work time and money wasted - Loss of morale	Resilient Design Infrastructure is designed to minimize single points of failure Skilled staff Skilled staff employed with relevant training plans to maintain skills Contract management Active contract management for service critical contracts with regular service reviews External assistance Contracts in place to secure assistance where an incident requires external assistance Compliance with standards Compliance with standards with external assessments to ensure appropriate noted practice in place	2	4	8	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 - DR policy tabled at CCB - Achievable RTCs and RTOs being loaded onto Clearview - done - IT Disaster Recovery guidance review underway - to be incorporated into latest version of ClearView --> Castellan once live - Register of applications and services updated to include IT backup/restore, disaster recovery, business continuity and resilience covering all IT applications and services - this is an EPIC and need some further thought - Technical solutions to implement policy and procedure - ongoing	2	3	6	Adamx Evans	

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								- Test plan to ensure technical solutions perform as designed and meet requirements set out in policy and procedure. ***Adamx Evans*** ***Required Control Measure*** ***Target Date:*** Review of control measures in place cyclically. The impact of control measures will be reviewed to gauge how effective they have been and whether additional work is needed. ***Adamx Evans*** ***Required Control Measure*** ***Target Date:*** Procure as below after requisite sign off obtained Cyber security - Managed Service. 24 * 7 * 365 cyber security detection and response. Cyber security - M365 Back-Up. Immutable - cannot be encrypted / deleted by ransomware backup Currently going through G-cloud procurement ***Adamx Evans*** ***Required Control Measure*** ***Target Date:*** ***30/06/2023*** Develop a first pass of an IT Risk Register Implement an IT Service Risk Register that would capture non-Corporate risks, this would bring together those risks held at a team level that would worthy of note. This would be a live artefact and will be reviewed by HoS on a regular basis					

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								Adamx Evans ***Required Control Measure*** ***Target Date:*** ***30/09/2023***					
ICT0070	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.	- 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 - 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. - Insufficient capability to meeting agreed demand for IT change - 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. - 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	- Inability of wider council to sustain services - Failure to deliver ICT for the civic centre move. - Failure to provide requisite services. - Failure to obtain the full benefits from the investment in new hardware/software. - Misallocation of scarce resources. - Diminished reputation of the IT Service - Inability to deliver IT MTFS savings through service efficiencies - Inability to delivery wider council MTFS savings through service efficiencies	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. Monitor Progress & Sustainability - Business change element of IT Transformation and Change recognised and established Digital Portfolio Board established to provide governance, receives monthly reports. - Oversight by CLT Transformation Board. - Monitor progress on IT transformation through IT Portfolio Management, - RAG ratings defined and consistently applied - IT management of IT projects. - Business change with IT portfolio team Funding and benefits Benefits realisation - did the project achieve what it set out to do Benefits should be publicised in all Comms including Yammer	2	3	6	Governance Review Review of governance including Digital Portfolio Board to ensure appropriate mechanism for prioritization and funding ***Adrian Gorst*** ***Required Control Measure*** ***Target Date:*** ***21/06/2023*** Funding mechanism Clarity on funding available and how it is prioritised, allocated and monitored ***Adrian Gorst*** ***Required Control Measure*** ***Target Date:*** ***21/06/2023***	1	3	3	Adrian Gorst	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To

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		on projects. - New technology does not work as anticipated or is not adopted by the organisation - Slow decision making and inability to prioritise IT change activities through governance processes - 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. - Changes in the wider environment result in benefits not being achieved - Project deficiencies result in the anticipated benefits not being achieved - Relationship with providers - 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.		Request More funding Benefits realization in PM toolkit Failure to obtain decisions - Establish robust and agreed mechanism to make decisions on project prioritisation and funding. Create a forward plan to address slow decision making - IT contracts forward plan has been developed and is being updated regularly Controls - Project managers accountable for project budgets - Budget monitoring at project level - Enhance lesson learned from projects to improve future performance undertaken Establish a Three Year Plan - Establish a rolling three year plan to allow time to identify change activities, agree priority, secure funding, align capacity and capability and implement governance. Streamline Porcurement and Legal route to market Create an informed document the describes the route to market for all in IT to be able to reference, especially new PM's and Vendor Mgt. This document will describe all compliant routes to market as well and any levers available used to accelerate activates It should get legal and procurement acceptance and be presented the RDLT It should be regarded as a live document and updated as necessary					

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ICT0081	Exploitation of supply chain security vulnerability impacting vendors/partners/services	Cyber attack exploits vulnerability of key supplier Key supplier has inadequate DR and BC to recover from attack in a timely fashion	Inability to deliver services as a result of service outage or disruption – e.g. exploitation of log4j vulnerability in line of business applications Attack is terminal for the supplier i.e. triple threat - ransom of data, deletion of data, publicly expose data	Threat intelligence We receive threat intelligence through Information Security for London and other sources which provides visibility of incidents affecting other organisations so we can prepare our defences Technical Controls We have a wide range of technical controls monitoring our environment for unusual activity which depending on the risk are automatically blocked or flagged for investigation Contractual measures Contracts which require third parties to advise us in a timely way if they are subject to a cyber security incident	2	3	6	Procurement process [new suppliers] Partner with IT Security, legal and procurement to implement stage gate for security as a default Detail the questions we will ask/criteria ***Adamx Evans*** ***Required Control Measure*** ***Target Date: 30/06/2023*** Where we don't do service reviews [existing suppliers] Draft a questionnaire for mandatory completion Define plan, timeline, roles and responsibilities to conduct this and share the outcomes/generate actions ***Adamx Evans*** ***Required Control Measure*** ***Target Date: 31/07/2023*** Service reviews [existing suppliers] o Review approach by segment Addition of agenda item on cyber security, DR plan, to service review For vendors where we don't have regular service reviews – send a questionnaire – Mary to add questions DHLU (department for levelling up) Cyber essentials plus (we ask for this over cyber essentials) – certification vendor should produce based on independent assessment. Incident management – how and when will they tell us BCP/DR protocols	2	2	4	Adamx Evans	

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