colspan="14"	**Central Bedfordshire Council - Strategic Risk Register**

Risk Ref	Risk Owner	Risk Manager	Risk Review Date	Inherent			Type	Nature of Risk	Description	Consequences	Mitigating Actions Already Underway	Residual			Status Change Since Last Report	Target Residual Risk Exposure	Further Action Planned or Other Comments
				Impact	Likelihood	Exposure						Impact	Likelihood	Exposure			
STR0001	Charles Warboys	Charles Warboys	March 2018	5	5	25	Financial/ Economic	Significant reduction in or redirection of funding/ lack of certainty	Continuing financial pressures due to Central Government cuts, or loss of grant or other funding (e.g. Council Tax Support, Business Rates Retention, New Homes Bonus). £13.8m savings planned for 2018/19. With the switch of funding streams to other bodies, there is also a risk of failing to exert appropriate influence on decision making bodies who are receiving redirected funding e.g. SEMLEP. With the introduction of pooled funding for Better Care Plans there is a risk of failing to deliver the required objectives. There is a potential risk of clawback arising from the introduction of integrated budgets within NHS. Additional responsibilities may be transferred to local government without adequate additional resources. General uncertainty around future government policies e.g. • Impact of New Living Wage • Impact of Continuing Healthcare decisions on both Children and Adults • Issues relating to Housing Need, including Homelessness and Social Housing Rents •Certain Loss of RSG •Impact of change in Business Rate Retention •Better Care Fund • Risks/opportunities arising as a result of the recent "Brexit" referendum, including uncertainty over future European funding •NHS changes may result in significant cost shunting.	1. Financial loss 2. Pressures on CBC Budgets 3. Reputational damage 4. Non delivery/ reduction of services and/or reduction in reserves to fund services 5. Difficulties in planning ahead	1. There is robust monthly reviews of budgets including the proposed savings 2. The EIG (Efficiencies Implementation Group) meets monthly to review progress of proposed savings 3. Four Year Settlement in place 4. The Certainty Deal (gives certainty re RSG settlement) 5. Increase in Council Tax 6. Social Care Levy introduced 7. Four Year settlement in place. 8. Ensure that compensatory savings are found where savings are not delivered through the above 9. Build up of earmarked and general reserves to act as a short term buffer (including New Homes Bonus) 10. Robust MTFP, forecasting, and increasing focus on long term horizon 11. Establish good partnership working with all relevant bodies 12. Ensure CBC has representation on appropriate boards e.g. SEMLEP, Police 13. Responding to consultations 14. Networking 15. Longer term planning	4	3	12	↔	12	Continue with current mitigations.
STR0008	Stephan Conaway	Stephan Conaway	March 2018	5	4	20	ICT Systems	ICT Failure	Failure or disruption to key parts of the Council's ICT systems as a result of but not limited to: 1. Complexity of ICT 2. Dependence on third parties 3. In-house capacity and capability	1. Loss of business critical systems 2. Poor performance 3. Reduced customer service 4. Loss of data 5. Reduced staff motivation 6. Reputational damage 7. Inefficiency	1.Roadmaps for core ICT systems are now in place. 2.The IT department is simplifying and modernising the Council's IT Infrastructure and associated services. We are moving away from private, in house networks and data centres to the use of public facilities – WiFi, Internet and shared hosting arrangements. This gives us greater resilience and stability with IT services that are more robust and available. 3.We deploy Mobile Device Management (MDM) technology to manage and secure all end point devices and use the F5 to secure access to our in-house systems.	4	2	8	↔	8	1.Architectural review of core infrastructure ongoing. 2.Continue to explore further opportunities to source expertise from third parties as required. 3.Participate in corporate approach to business continuity planning to minimise impact of IT failure or disruption 4.As we move towards a completely wireless environment, physical cabling is being removed. This will provide greater flexibility for staff and more opportunities for resilience in the event of an outage. 5.Data Centres are under review to ensure compliance and maximum efficency.

				Inherent										Residual					
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STR0009	Richard Carr	Richard Carr	Nov 2017	4	4	16	Partners	Fragility of partners/Failure of Partners	Central Bedfordshire's vision cannot be delivered in isolation. All partners, including Police, Probation, Health, the Voluntary Community Sector, and Town and Parish Councils are experiencing significant changes and pressures. These include budgetary pressures, transfer of responsibilities, geographical factors, confusing accountabilities, increasing complexities, fragility and volatility. There is an increased risk that services to our public will be compromised and that increased costs will fall on the Council.	1. Decisions being made by key statutory partners that could impact adversely on another partner/CBC. 2. Unforeseen/unknown liabilities falling on Central Bedfordshire Council 3. Outcomes not achieved and services delivered to the public are compromised. 4. Greater costs potentially falling on Council, including those arising from: 5. Later than desirable interventions 6. Increased scrutiny e.g. from inspectors 7.Reputational damage	1. Investing senior officer time in understanding partner issues, and looking to support partners with these issues (e.g. supporting Police with senior recruitment, supporting CCG address budget issues) 2 Strategic Transformation Programme and CBC Transformation Board, both chaired by CBC CEO 3. Identification of priorities and their delivery across partnerships e.g. Joint Health and Well Being Strategy, Children and Young People's Plan, 4. Using evidence base to identify areas of greatest need (e.g. Joint Strategic Needs Assessment). 5. Deploy resources and utilise investment opportunities effectively to support partners (e.g. Ivel Medical Centre) to deliver whole community benefits. 6. Develop a multi agency approach, working closer with partners, communities and other stakeholders in a locality model. 7. Good partnership working, including existing and specialist governance arrangements. 8. Better Care Fund governance arrangements & plan, including iBCF funding 9. Encourage consistent application of business-like solutions to addressing issues (e.g. MASH) 10. Transforming Care Plan 11. CCG Budget Recovery Plan 12. Joint Commissioning and Management arrangements e.g. with Community Health Services	4	3	12	↔	8	1. Delivery of the recommendations from scrutiny enquiry into integration and associated work. 2. Contribution to the Bedfordshire, Luton and Milton Keynes (BLMK) sustainability and transformation plan (STP). 3. Further work on the implementation of Care and Health hubs.
STR0013	Stephan Conaway	Sean Dykes	March 2018	5	3	15	Information Governance	Information Management	A lack of consistent information management and data accuracy across the organisation and the risk of non-compliance with the Data Protection Act / (GDPR from May 2018)		1.Ongoing implementation of an action plan for recommended improvements. 2.Review and redefine the terms of reference for the Information Assurance Group. 3.Initiated update of retention schedules Council wide to meet legislative/operational retention requirements. 4.Information Asset Owners training is being refreshed 5.Monitoring of staff participation is now included as a standard agenda item for Information Assurance Group. 6.ICO Self assessment for GDPR readiness undertaken and working group established to drive forward	4	2	8	↔	6	1. Implementation of Corporate wide Data Protection training as well as improved corporate monitoring and actions to improve compliance rates. 2. A review of information gathered through the PSN code of connection on the Council's holdings, which identifies information owners. 3. Working group to work towards addressing gaps identified in Self Assessment before May 2018. 4. Regular updates fed to Information Security Manager on GDPR module uptake - response and feedback have been generally good.
STR0027	Jason Longhurst	Jason Longhurst	Oct 2018	4	5	20	Community	Failure to deliver Sustainable Development	Failure to adopt a Local Plan and Community Infrastructure Levy (CIL) .	1. Financial loss 2. Infrastructure, housing and employment requirements not delivered 3. Reputational loss 4.Speculative Development	1.Project Board established PID approved for delivery. 2.Awaiting advice sought from DCLG on risks of proceeding in absence of an up to date Local Plan 3.Draft (Regulation 18) Plan to be published May/June 17 July 17 2. Counsel advice to be sought in relation to submission documents. 3.Draft (Regulation 18) Plan to be published 4th July/29th Aug 2017 4. Project Plan and Risk Register in operation. 5. Draft (Regulation 19) Plan Published Jan 11th/Feb 22nd 2018 6. Submission of plan to Government Inspector in line with maintaining housing numbers 30th April 2018 7. Information sent to the Inspector in a timely manner to ensure the inspector is fully briefed on any issues prior to proposed hearings. Proposed hearings Spring 2019	4	4	16	↔	8	1. Plan is in its Pre Submission (regulation 19) consultation until 22nd February 2018. Challenging timetable for submission to the Secretary of State on 28th March 2018, to retain lower housing need figures. 2. Adopt Local Plan April 2018 1.Plan submitted to Secretary of State on 30th April 2018 2.Examination Hearing Sessions expected to commence late 2018. 3.Plan to be adopted by Council in spring 2019.
STR0032	Julie Ogley	Julie Ogley	Aug 2017	4	5	20	Finance/ economic	Unsustainable market for social care.	Not being able to access a sustainable market for social care at a reasonable price due to the implementation of NLW, implications of Brexit and other legislation, and its impact on the wider economy.	1. Pressures on CBC budgets 2. Instability of the care market 3. Reduced capacity 4. Compromised safety and quality 5. Increased hospital admissions 6. Delays in transfer of care 7. Reputational damage 8. Reduction in choice 9. impact on recruitment and retention 10. Lack of case law	1. Market engagement 2. Broader support for care market 3. Review of effectiveness of contractual arrangements 4. Financial provision built into medium term plan 5. MANOP Investment Prospectus produced. 6. Report agreed at executive to identify sites for 2 care homes and 1 extra care. 7. Planning permission for Houghton Central granted November 2016 8. LD Commissioner in post who is now developing the Vulnerable Persons' Position Statement. 9. Day Care Review now underway. 10. Domiciliary care retender 11. Residential and Nursing home retender 12. 4% uplift on fees applied for 2017/18 13. 3% Social Care Precept	4	4	16	↔	12	1. Raise care as a priority within allocation policy for social renting. 2 .Market position statement planned for vulnerable adults 3. Collaborative regional approach, to include operating model 4.Consideration of wider support to care market 5. Establish the approach to fee setting 6. Work is underway to develop Market Position Statements for Vulnerable People (Learning Disability, Mental health and Physical Disability). 7. Further investment in the Bedfordshire Care Association, as part of iBCF

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STR0033	Stephan Conaway	Stephan Conaway	March 2018	4	3	12	ICT/Data Management	The impact of cyber crime.	The impact of cyber crime.	1. Poor performance 2. Reduced customer service 3. Loss of data 4. Inefficiency 5. Financial loss 6. Reputational damage 7. Non compliance with data protection legislation	1. Member of Cyber Security Sharing Protocol (gov.) who provide advice on reducing risk of cyber crime and undertake periodic audits to monitor our performance. We continue to work with Hytec security specialists to ensure that our systems and policies are fully secure and compliant. 2. Information Security Policy in place. 3. Information Security statement in place. 4. Data protection policy in place. 5. Patching regime in place. 6. Virus controls on devices. Ipads in use with application security provided by Apple. 7. Network user access scanning. 8. Intrusion detection system updated. 9.Protocol for regular monitoring in place. 10. Internal IT assurance processes developed and implemented. 11.Policy for privileged user access developed and implemented.	2	3	6	↔	6	1.Single Sign On, through OKTA, has been rolled out across the organisation. This is supported by secure Authentication process. OKTA is fully compliant with PSN recommendations. 2. Information security training is ongoing with all staff and Members required to undertake mandatory online information security training. 3. We deploy Mobile Device Management (MDM) technology to manage and secure all end point devices and use the F5 to secure access to our in-house systems.
STR0035	Sue Harrison	Sue Harrison	March 2018	4	4	16	Service Delivery and Customers	Failure to safeguard children effectively. Failure to deliver budget efficiencies.	The failure to deliver major transformation programmes. (Children's Services).	1. Failure to safeguard children effectively. 2. Non delivery of transformation programmes 3. Non realisation of budget savings 4.Service failure 5. Non achievement of CBC objectives 6.Reduced staff morale/retention 7. Lack of service improvement.	1. Established a monthly Children's Leadership board (multi-agency) 2. Re-calibration of transformation activity is underway post Ofsted 3. Transformation programme plan is being updated to capture broader transformation activity across the Directorate (including SEND/CWD, High Needs Block, Shaping the future Educational Landscape project) 4. Established a monthly performance, finance and transformation meeting 5.Developing a Strategic Plan to ensure we have sufficient school places for the next 15 years. 6. Established a monthly Children's and Young Person's Board 7.Additional budget monitoring is planned. 8. Vigorous self evaluation programme within Children's Services 9. Regular monitoring by CMT 10. Regular reporting to Overview and Scrutiny 11. All Social Care and Early help teams are integrated in localities and preparing for next stage of integration with partner agencies	4	4	16	↔	9	Progress the implementation of the 'Locality' model in line with the recalibration of the transformation programme
STR0036	Marcel Coiffat / Jason Longhurst	Jeanette Keyte / Andrew Davie	March 2018	4	4	16	Service Delivery and Customers	Social division	Risk of failure to deliver community cohesion in the context of the demographic growth in Central Bedfordshire. Some settlements will experience considerable expansion and we need to manage potential resentment, secure equal access to facilities and enhance a sense of community. One aspect of this relates specifically to provision for gypsy and traveller communities	1. Inequity 2.Enhanced deprivation 3.Social isolation 4. Pockets of extreme vulnerability (including Modern day slavery) 5.Anti- social behaviour 6. Vigilante activity	1.Co-ordinated response to G&T issues 2. Options for more effective management direct action being explored in connection with one site in particular. 3. Local Plan is out for consultation. 4. Way forward on consultation for the Billingdon site now agreed by Executive. 5.Review of the terms of reference for the 4 Joint Committees 6.Successful programme of T&PC Conferences throughout the year. 7.Member attendance at T&PC meetings. Monthly briefing provided to Members to assist communication. 8.Community engagement events held on specific issues, e.g. 15 Community Planning events. 9.Training for T&PCs on key issues, e.g. Planning and Emergency Response. 10.T&PC Forum established as sounding board to highlight and address key issues. 11.Key point of contact at Member and Senior Officer level to resolve 12. S106 funded Community Buildings / Facilities transferred to T&PCs, (or in discussion) e.g. Stotfold, Silsoe, Biggleswade, Cranfield, Marston, Potton and Houghton Regis. 13. Audit of community facilities underway to inform future provision and S106 / CIL investment and future policy / technical guidance. (Piloting a holistic place based approach in Houghton Regis looking at integrating existing and new communities.) 14. Cabinet have agreed a proposed way forward for dealing with issues at a particular G&T site in CBs. The working group will develop an initial outline of work needed. 15. Police Unauthorised Encampment Procedure now in place and being worked to. Some gaps identified nd discussions will raise these with police colleagues. 16. Rural Policing Team now in place and CB Officers will engage particularly around G&T issues.	4	3	12	↔	9	1. Needs co-ordinated effort within CBC and development of further understanding of the issues likely to be experienced by some communities 2. Encourage consideration of the impact of demographic growth at earliest opportunity when considering plans including with partners 3. Adoption of sound Local Plan 4. Need to strengthen liaison with Town Councils for growing towns 5. Investment in social infrastructure 6. Explore Legacy Project with Kingsland 7. Help partners understand the impact of demographic growth (e.g. Health and Police) 8. CBC Prevent Group is in place and will be developing an action plan set against recommendations from the Counter Terrorism Local Profile. 9. Updated CTLP now being reviewed to identify actions needed in CBs 10. Billington project has agreement for way forward

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STR0037	Julie Ogley/Sue Harrison	Julie Ogley/Sue Harrison	March 2018	4	4	16	Service Delivery and Customers	Failure to support vulnerable people, which results in higher demand for more intensive services.	Failure to support vulnerable people and families, including facets of access to accommodation, welfare reform and low levels of income.	1. Increased homelessness 2. Lack of access to suitable accommodation 3. Increased child and family poverty 4. "Two Tier" community 5. Increased dependency upon CBC 6. Increase in number of children taken into care. 7. Negative health, well being and emotional impacts. 8. Increase in risky behaviours (lifestyles) 9. Capping of Local Housing Allowance. 10. More Children in Care 11.More Children in Criminal Justice System	SCHH: 1. Investment by CBC to purchase additional housing for temporary accommodation 2. Discretionary Housing Payments 3. Additional investment in "Let's Rent" scheme 4. Homelessness Strategy Action Plan - progress towards DCLG "gold standard" 5. Invested in Credit Unions / new publicity has increased activity 6. Implement the Sheltered Housing Review, including de-designation of some schemes to meet the needs of other client groups. Rightsizing approach established with clear targets within the People scorecard, so as to make best use of stock 7. Tenancy Sustainment approach, supporting tenants earlier to increase rent collection and avoid crisis/support 8. Work is underway to develop right sizing alternative accommodation CS: 9. Transformation plans include managing demand and keeping children safe at home. 10. Childrens Services early help offer is strong and supports Children remaining with family wherever it is safe to do so. The early help offer has been Integrated with social care in five localities and every GP, School, Nursery and Pharmacy is provided with a named social worker. 11. Childrens Services 'One Family, One Plan' approach supports vulnerable people to better parent their children. 12.Introducing an Inspiring families programme. A 10-week commissioned service that delivers a family led approach to tackling domestic abuse (works with both perpetrator and victim). 13. Childrens services share Youth Offending Team with Beds BC & there are strategic plans in place to work with Children at risk of entering the Criminal Justice System - these are monitored by the Youth Offending Board and the Ministry of Justice. 14.Establishing a multi-agency Domestic Abuse Panel in Dunstable that receives referrals and provides a multi-agency response.	3	4	12	↔	6	SCHH: 1. Redesign of ASC Customer Pathway to develop a better understanding of the customers needs and expectations to mitigate the need for paid services and support. 2. Reshape the prevention offer around community services, including extending this to primary care 3. Implementation of multi disciplinary approach, based on localities 4. Development of a Lettings Agency 5. Housing support into Hospitals and health settings CS: 1.Further joint working between Children and Adult Services. 2. SEND transition and supporting children leaving care with appropriate accommodation. 3. Plans to review and develop an ambitious vision for Children's Homes of the Future. 4. Four Year transformation plan to be delivered to timescales
STR0038	Marcel Coiffaitt/	Sue Childerhouse / Mark Conway	Oct 2018	4	4	16	Partnerships	Ineffective partnership response to emergency planning.	The fragility of the emergency planning and business continuity functions across partners and the impact of this on our ability to deliver our objectives. A particular facet relates to: shortcomings identified in the Police's approach to vulnerability identified by HMIC;	1. Failure to respond appropriately to health emergencies. 2. Reputational damage. 3. Failure to protect vulnerable people 4. Negative health impacts.. 5. Death 6. Legal action/financial loss. 7. Failure to deliver services.	1. Sharing capacity, expertise, resource and skills across partnerships to avoid duplication and strengthen response (CS) 2. Bedfordshire Community Risk Register in place. 3. Representation on Bedfordshire & Luton Local Resilience Forum (BLLRF) Work is still ongoing to review the way the forum works, but this is now mainly administration arrangements that are being streamlined and improved.(Review completed but there has been an inability to recruit to the BLRF Administrators post for a considerable amount of time.) 4.Representation on Business Continuity Awareness Group (part of BLLRF) 5. Guidance on schools resilience on schools portal 6 BLRF administration posts now filled (pending references), the Management Framework has been revised and adopted, Vision updated. New measureable outcomes have been developed and consulted on and will be presented at the next Executive Group. and this is due to be undertaken by Executive following their visioning session. Attendees have all been identified for the different groups. Budgets have been monitored £12k (Reserves stand at £76k) will be put into reserves, subscriptions will reman at 17/18 levels. All plans now have named leads following changes of staff in partner organisations.The issue of attendance at Support Group will be raised with the Support Group Chair as there are issues with the seniority of	3	3	9	↔	9	1. Finalise Business continuity plans 2. Work will be undertaken in April 2018 to refresh partners understanding of the value of and commitment to BLLRF
	Muriel Scott	Muriel Scott							and emergency planning and resilience amongst health partners. Lack of CBC staff responding to training events – knock on impact to quality of response and responder confidence and poor availability by Tactical Commanders during incidents – impact on response (sustaining a long response or multiple incidents with limited numbers of commanders, fatigue etc.) and potential knock on reputational impacts;		7. Local Health Resilience Partnership (co chaired by Director of Public Health) has overview and scrutiny of resilience arrangements for public health 8.Representation on Local Health Resilience Group 9. Multi agency flu plan 10. Infectious disease plan (CBC) 11. Application of 2004 Core Standards - Emergency Preparedness Response applied to all health organisations 12.Moderate individual organisations annual self assessments & recommend actions 13.Ensure mass casualities & pandemic flu plan are updated & exercised regularly.						3. In this last round of self assessments that health organisations have done in relation to EPRR which was moderated by our NHSE EPRR lead and myself, all partners have improved.
STR0039	Julie Ogley	Julie Ogley	Aug 2017	3	5	15	Financial/ Economic	Inability to deliver accomodation for vulnerable and homeless people	Uncertain national policy; singular focus on Starter Homes; also unpredictable change: rent reduction; LHA caps, result in the supply of rented and specialist accommodation being reduced and unaffordable. The new legislation, (Homelessness Reduction Act 2017), is likely to add to the numbers of people it is required to accommodate which will need to be resourced.	1. Interventions across the Council are challenging: Children's; Adults 2. Pressure on CBC Budgets; 3.Unmet housing need; risk of harm; 4.Increased homelessness; 5.Reputational damage; 6. Reduction in choice	1. Local Plan policies 2. Council's approach to use of land assets 3. Homelessness Strategy Action Plan 4.Temporary Accommodation Action Plan 5. Good quality advice & information 6.Supported Housing re-configuration 7. Housing Investment Plan & Business Planning 8. MANOP programme 9.Supply of rented & specialist accommodation 10. CBC Policy position on Starter Homes 11. Negotiation of section 106 agreements 12. Welfare Reform Group Action Plan 13. Alignment between partner ambitions and CBC objectives.	3	4	12	↔	9	

B.Strategic Risk Register - October 2018 Information security classification: OFFICIAL

	**Central Bedfordshire Council - Strategic Risk Register**

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STR0040	Richard Carr	Richard Carr	Nov 2017	4	4	16	Financial/ Economic	Financial and economic uncertainty	The political and economic uncertainty around potential changes in laws, regulations, government policy or funding arising from the UK leaving the European Union and other significant international events, which may impact on Council objectives.	Impact on; 1. local economy 2. capital receipts and land and property negotiations 3. employment trends and productivity waste disposal 4. changes in ministerial appointments and the associated implications for aspects of government policy, such as education, public health, and indeed the approach to the management of the public finances 5. the potential impact of changes being considered by the Bank of England, such as adjustments to interest rates 6. workforce implications, especially in areas like health and social care where significant numbers of staff were non UK nationals 7. the impact of the unwinding of European legislation affecting large areas of regulation, including areas such as the working time directive and health and safety regulations, employment rights and procurement, and community cohesion and the need to ensure inappropriate behaviour and, indeed, racism was tackled appropriately and quickly.	1. Continued monitoring of the post referendum environment by CMT 2.Keeping abreast of official publications from local, central and European government 3. Targeted lobbying by Members on specific issues 4. Influencing Government through responding to consultations 5. Engagement with the Local Government Association (LGA), Department of Communities and Local Government (DCLG), Department of Innovation and Skills, and other relevant bodies to ensure that current funding is protected 6. Monitor emerging policy changes 7. Monitor European Union funded schemes. 8. Reflect budget implications in MTFP	3	4	12	↔	12	
STR0041	Richard Carr	Georgina Stanton / Vikki Chapman	March 2018	4	3	12	Service Delivery and Customers	Failure to enact the changes we seek to move the organisation forward.	An inability to unify and manage a diverse range of change projects as a prioritised and resourced transformation programme.	1. Failure to understand the relative importance and dependence of change projects. 2. Inability to deploy the resources required to the things that are most critical for us to deliver. 3. Failure to achieve stated priorities for customers, staff, partners and suppliers.	Taking on board feedback from an SMG Task Group and another officer group designed to address efficiency, CMT have established a programme of priority projects for delivery over the next 12 – 18mths, in relation to the Council's strategic objectives. These include a number of initiatives relating to the enhancement of place (through quadrant delivery plans) and organisational development goals relating to digitisation, delivery of the medium term financial plan and other efficiency initiatives relating to support function reviews, customer pathway mapping and getting basics right.	3	1	3	↔	3	The necessary conditions for the successful delivery of these priorities are being assessed and a delivery steering group established to: Determine best practice programme management model Establish overarching programme and individual workstream infrastructure Recommend governance structure for effective decision making (escalation and delegation) Review performance monitoring regime so that priorities are the focus

Key:

Text Added since last update

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Risk Removed from Strategic Risk Register

B.Strategic Risk Register - October 2018 Information security classification: OFFICIAL