

Key Business Risk Register (Detailed)



Report Type: Risks Report
Author: Brian Gilmour
Generated on: 08 February 2010

Rows are sorted by Code

| Risk Code & Title | R/KBR Key Business Risks | Current Risk Matrix | | |
|----------------------------|-------------------------------|---------------------|-------------------|-------------|
| Description of Risk | Summary of Key Business Risks | | Impact | Critical |
| Risk Owner | | | Likelihood | Significant |
| Last Reviewed | 21 Jan 2010 | | | |
| Risk Exposure | | | | |
| Risk Trigger | | | | |
| Risk Factors | | | | |
| Internal Controls | | | | |
| Action Plan | | | | |
| Latest Note | | | | |

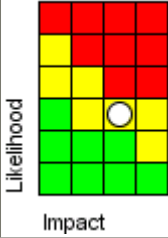
| Risk Code & Title | R/KBR001 Maintaining a sustainable budget whilst facing severe financial pressures | Current Risk Matrix | | |
|----------------------------|---|---------------------|-------------------|-----------|
| Description of Risk | Difficulty maintaining a sustainable budget whilst facing severe financial pressures causing a significant adverse impact on services | | Impact | Critical |
| Risk Owner | Mary Orton; Paul Wenham | | Likelihood | Very High |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | The general fund is under pressure and members have made a commitment to achieve a balanced budget within four years. Major Savings are required. A process of seeking efficiency savings has been instigated, looking for areas of non- priority, in particular in discretionary services. Some services overlap with Surrey County Council responsibilities. Major new pressures on budget arising from economic conditions, projected to continue for some time. | | | |
| Risk Trigger | Risk Trigger - The necessary savings are not found over four years and without significant adverse impact on services. | | | |
| Risk Factors | <p>A balanced budget is not achieved.</p> <p>A member commitment is not realised.</p> <p>Council continues to draw on reserves</p> <p>Emergency savings have to be made</p> <p>Insufficient capacity to deliver services well.</p> <p>Inability to manage raft of new Government initiatives.</p> <p>Council is criticised for poor financial management</p> <p>Impact on 'use of resources' score</p> <p>Local media present bad news</p> <p>Control of budget is an on going process.</p> <p>A prudent/robust medium term financial strategy is not followed.</p> <p>Dependency on interest and car parking</p> | | | |
| Internal Controls | <p>Year 1 and 2 - reduction in use of balances from a budget level of £600,000 to £70,000 through good management of costs. 2010/11 Budget eliminates draw on reserves, however, significant future pressures are identified in forward projection. These range from £1m to £1.7m new savings required in 2011-12</p> <p>Value for money on efficiency achieved in many areas and recognised by the Audit Commission</p> <p>Star Chambers introduced by Portfolio Holder for Finance - successfully identified major savings in 2008/09, 2009/10 and 2010/11 budgets</p> | | | |


| | |
|--------------------|--|
| Action Plan | Finance SubGroup led by Finance Portfolio Holder to ensure Corporate Objectives are met and value for money Review of financial strategy (medium term) to ensure future pressures are identified and managed. On-going review as part of Budget Process Heads of Service take Strategic look at budgets New strategic director appointed to implement improvement/savings programme and develop shared service opportunities |
| Latest Note | Given the new pressures identified in the revision of the Medium Term Financial Strategy projections, the likelihood of this risk materialising has been increased from high to very high |

| | | | | |
|------------------------------|---|----------------------------|-------------------|-------------|
| Risk Code & Title | R/KBR002 Negative Housing Subsidy & impact on HRA | Current Risk Matrix | | |
| Description of Risk | The Housing Revenue Account has insufficient income to meet minimum Decent Homes Standards because payment of 53% of rental income back to Centre for redistribution | | | |
| Risk Owner | Paul Wenham | | Impact | Devastating |
| Last Reviewed | 05 Feb 2010 | | Likelihood | Very High |
| Risk Exposure | The Council is required; through complex Government formulas to pay 50% of its rental income back to the Centre and can only retain 25% of RTB income. As a result, the Housing Revenue Account has insufficient income to meet minimum standards for DHS, and will struggle to find sufficient funding for basic maintenance programmes. Waverley is lobbying Government to be recognised as a special case. | | | |
| Risk Trigger | Risk Trigger - Lobbying and other initiatives fail | | | |
| Risk Factors | <p>Insufficient funding to meet decent homes standard by target of 2010. Maintenance levels not achieved. Tenant satisfaction falls Challenge to achieving good housing inspection. The HRA runs out of money and is 'declared bankrupt'. Tenants want out of local authority control Challenge to Council's reputation for good management. Major news story in local press. Political fallout? Government review dependent on success of Lobbying. Stock option, cost saving measures and increasing rents above inflation are all subject to Political view</p> | | | |
| Internal Controls | <p>Lobby to influence Government Review Reconsider Stock Option position at tenants' request Bring in range of cost saving measures - Corporate Recharges, Cash Collection, Staffing Reductions Major PR and information exercise with national publicity achieved Make submission to the review process</p> | | | |
| Action Plan | Continue to work with other Local Authorities to submit evidence to support changes to HRA system Officers and Members continue to meet with Government officials | | | |
| Latest Note | The Government consulted with local authorities during 2009 about changes to the HRA Subsidy System. The proposals include removing the subsidy system. However, the quid-pro-quo is that local authorities like Waverley will be given 'reallocated debt'. It is possible that Waverley could be given a debt in the region of £150 million to service. The HRA will be able to keep all its rent income and RTB receipts. It is possible that Waverley may be marginally better off. There is also a proposal that the Govt will distribute capital grant to those local authorities that cannot meet the DHS - however, there is no information on eligibility or criteria. It seems that one set of significant risks are being replaced with another set of significant risks. The Govt is intending to issue its 'offer' to local authority landlords during February, after which the Council will have to very carefully assess its response in light of the facts and figures presented. Current assessment of this risk is still appropriate. | | | |

| | | | | |
|------------------------------|---|----------------------------|-------------------|-------------|
| Risk Code & Title | R/KBR003 Workforce planning & people resource | Current Risk Matrix | | |
| Description of Risk | Risk of key person dependency, skills & competency mis-match and aging workforce | | | |
| Risk Owner | Mary Orton; Steve Thwaites; Paul Wenham | | Impact | Marginal |
| Last Reviewed | 08 Feb 2010 | | Likelihood | Significant |
| Risk Exposure | Like all borough councils, Waverley has limited staff numbers and major financial constraints. There will be issues of key person dependency, mix-match of skills and competency, aging workforce and | | | |

| | |
|--------------------------|---|
| | restructurings. The Council is looking to improve service provision over the next four years with reduced financial resources and new ways of working are being considered. The South East is a very competitive job market for public services. Affordable housing is in short supply |
| Risk Trigger | Risk Trigger - Waverley does not have enough of the right people in the right job at the right time |
| Risk Factors | Talented people are not identified, encouraged and coached to be Waverley's future leaders Service quality struggles Insufficient capacity to manage change Talented people feel under utilised, or frustrated, in their current role and leave Too much is required of key people Some staff 'move out to move on' Inertia and resistance to change Some staff 'burn out' Levels of stress and staff absenteeism |
| Internal Controls | Retained Investors in People accreditation Council approved Workforce plan High rate of appraisal completion and review Positive results from staff survey in 2007 |
| Action Plan | Continue to develop Workforce plan with Heads of Service and Corporate Management Team |
| Latest Note | Whilst the risk still remains, the successful restructures and recruitments over the past 18 months mean that the impact of this risk from critical to marginal. Waverley has an effective CMT, HoST and Connectors group and has recently appointed a new Strategic Director. Recent experience has shown an effective depth of staffing resource in the organisation. |

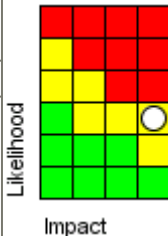
| Risk Code & Title | R/KBR004 East Street Development | Current Risk Matrix | | |
|----------------------------|---|---|---------------|-------------------|
| Description of Risk | Failure to deliver project |  | Impact | Critical |
| Risk Owner | Mary Orton; Paul Wenham | | | Likelihood |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | The East Street project in Farnham has been many years in development. A new plan has been agreed and has planning permission. The project will be built over 2.5 years when the contract becomes unconditional. There are challenges in the commercial property market at this time and the financial plan will face a viability test in a years time. | | | |
| Risk Trigger | Risk Trigger - Project fails financial viability tests, post planning agreement | | | |
| Risk Factors | Project stalls Major embarrassment for the Council Shades of history repeating itself Pressure to change project to make it more commercially viable. Lobby groups re-activate Local media engaged Officer time monopolised trying to get project back on track East Street dominates all the other good work done by the Council | | | |
| Internal Controls | Financial models have been presented to Council at every key stage in the landowner sanction process which have included a detailed risk analysis. All models have been tested with external property experts. Regular Officer Group meetings considering wider issues e.g. car parking, Gostrey Centre Council has agreed to CPO | | | |
| Action Plan | Regular liaison to continue between advisors and Crest Nicholson until such time as Contract becomes unconditional and viability met. Complete variation and CPO indemnity and proceed with site acquisitions | | | |
| Latest Note | With planning permission now in place and the developer keen to continue when economic conditions are appropriate, at this point the likelihood of not delivering the scheme has been reduced from significant to low | | | |

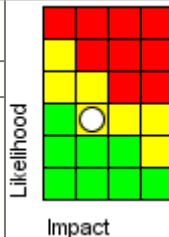
| Risk Code & Title | R/KBR005 Business Continuity Management & Emergency Planning | Current Risk Matrix | | |
|----------------------------|--|--|---------------|----------|
| Description of Risk | Council fails to respond effectively to an emergency and the community is adversely effected |  | Impact | Critical |
| Risk Owner | Steve Thwaites; Paul Wenham | | | |

| | | | | |
|--------------------------|--|--|-------------------|-------------|
| Last Reviewed | 05 Feb 2010 | | Likelihood | Significant |
| Risk Exposure | <p>Waverley has been subjected to cold and snow severe weather events in February 2009 and January 2010 respectively. In January 2110 Key services were disrupted including waste & recycling collections and parking services. Vulnerable residents were at heightened risk from the cold and being cutoff from their usual support network. Many staff were unable to travel to the offices. Several Committee meetings were postponed.</p> <p>Waverley was at the centre of a national event during 2007, with the Foot and Mouth outbreak, which brought the subject of Business Continuity and Emergency planning to the forefront. As a category 1 responder, Waverley must also support its local business community in managing BCM issues, such as flooding and disruption to services. Waverley is a Borough of many small businesses mostly employing less than 10 people each.</p> | | | |
| Risk Trigger | Risk Trigger - There is a major disruptive event such that Council services or systems, vulnerable members of the community or local businesses are adversely affected. Triggers may be acute, as in the case of flooding, severe cold or dangerous heatwave, act of terrorism or accident. Others, such as pandemic flu, may have a slower build-up. | | | |
| Risk Factors | <p>Disruption to key services. Loss of income (say from car parks) or increase in expenditure. Risks to health or loss of life in community. Disruption to business community Small business failure.</p> <p>Council is not seen to provide effective community leadership</p> <p>Not fulfilling role of Civil Contingencies Act.</p> <p>Council itself is disrupted.</p> <p>Climate change - increase in severe weather events (snow, flood, heat) and general disruption to services</p> <p>Business Community critical of Council performance.</p> <p>Debated reflected on the Council floor. Criticism in local media.</p> | | | |
| Internal Controls | Arrangements in process of review which will include involvement of Overview and Scrutiny Committees. Current plan in place reviewed in March 2008 | | | |
| Action Plan | Must ensure up-to-date test of all aspects including IT recovery | | | |
| Latest Note | Current arrangements in process of review following disruption of Waverley services and adverse community impacts during snow/severe weather during January 2010. This will include involvement of Overview & Scrutiny Committees. Prurchase of Emergency Planning & Business Continuity Management System: Battle Baton approved for purchase subject to final approval by Council 16/2/2010. | | | |

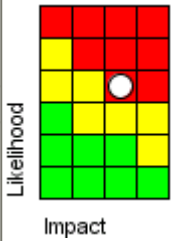
| | | | | |
|------------------------------|--|----------------------------|-------------------|----------|
| Risk Code & Title | R/KBR006 Disadvantaged Communities, the elderly & deprivation | Current Risk Matrix | | |
| Description of Risk | The Council fails to support disadvantaged communities | | Impact | Critical |
| Risk Owner | Steve Thwaites | | Likelihood | Low |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | <p>There is a broadly held perception that Waverley is an affluent community with excellent standards of living and high quality (and expensive) housing.</p> <p>There are minority communities for whom the income gap is growing and are disadvantaged and vulnerable.</p> <p>The population is aging, and is already skewed towards the elderly. These communities are hidden amongst the wealth and Waverley will struggle to lobby for funding streams to address these issues</p> | | | |
| Risk Trigger | Risk Trigger - The Council fails to support disadvantaged communities perhaps in partnership with other agencies. Specifically something disastrous to an individual could occur with attendant adverse publicity. | | | |
| Risk Factors | <p>Gaps between rich and poor increase.</p> <p>Educational achievement fails to improve.</p> <p>Development of an underclass</p> <p>Growth in anti social behaviour and attendant drink and drugs problems.</p> <p>More expenditure on dealing with anti social behaviour, rather than preventing it.</p> <p>Overall aspiration to improve quality of life means nothing to some people.</p> <p>Source of criticism in media and amongst opinion formers</p> <p>Links to Corporate Area Assessment</p> <p>High profile incident involving disadvantaged person or a child occurs</p> | | | |
| Internal Controls | <p>Continuation of employment of a Community Development Worker</p> <p>Community consultation at Ockford Ridge, Godalming</p> <p>Social inclusion strategy</p> <p>Housing Strategy and Housing Revenue Account Business Plan Agreed</p> <p>Review of Carline Service</p> <p>Participation in Guildford and Waverley Children and Young People Partnership</p> | | | |

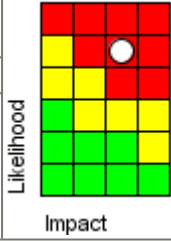
| | |
|--------------------|--|
| Action Plan | Ensure funding opportunities are maximised Ensure issues associated with vulnerable people receive corporate awareness and interdepartmental implementation Training needs of staff to be considered. Assessment and implementation of actions arising out of consultations |
| Latest Note | With many examples of support in the last 12-18 months, the likelihood has been reduced from significant to low. Examples include additional grant to day centres, development of the Sandy Hill Bungalow, support to communities at Ockford Ridge and support to vulnerable residents during the recent adverse weather |

| Risk Code & Title | R/KBR008 Leisure Centres - Management Contract and Capital refurbishment | Current Risk Matrix | | |
|------------------------------|---|--|-------------------|-------------|
| Description of Risk | Failure to deliver the capital investments schemes on time and on budget |  | Impact | Devastating |
| Risk Owner | Paul Wenham | | Likelihood | Low |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | The Council has signed a new 15 year contract with DC Leisure to manage the council's leisure services. The contract includes a substantial element of asset refurbishment using funding created through a financial model based on Members agreeing to borrow a substantial capital sum | | | |
| Risk Trigger | Risk Trigger - The Capital refurbishment project fails | | | |
| Risk Factors | Asset improvement of leisure centres is unable to proceed. Assets deteriorate Health and safety issues at centres possibly leading to closure of facility. Financial viability of contract questioned. Contractor wants 'out' of contract | | | |
| Internal Controls | Officer working group meeting weekly to ensure high level continuity of management action. The working group is responsible for overseeing the letting of this contract enabling all relevant parties to be involved and will minimise risk. Leading advisors employed. | | | |
| Action Plan | Comprehensive project plan/risk assessment to be put in place and monitored regularly. Regular briefings with key Members | | | |
| Latest Note | Cranleigh is almost complete and is on budget. Unexpected issues with the pool caused delays but project is still within budget and contingency figure. Waverley has appointed experienced contractor and advisors with good track records and has confidence in this team. The Farnham project is well underway and currently, the likelihood of this risk materialising can be reduced from significant to low. | | | |

| Risk Code & Title | R/KBR009 Managing Change | Current Risk Matrix | | |
|------------------------------|---|--|-------------------|----------|
| Description of Risk | Council fails to embrace change and embed new culture and values to deliver improvements in services |  | Impact | Marginal |
| Risk Owner | Mary Orton; Paul Wenham | | Likelihood | Low |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | Waverley is a 'Good' Council under the CPA. Like all districts and boroughs, it is facing radical change over the next few years, with the 'More for less' philosophy driven by the efficiency agenda and the impact of the CSR. It does not have a 'burning platform' around which it can rally | | | |
| Risk Trigger | Risk Trigger - The Council fails to embrace change | | | |
| Risk Factors | Major crisis for the Council Significant pockets of inertia within the workforce. Employees fear change rather than embrace it. Customer services do not improve Challenging culture is not created Efficiencies are not found without compromising quality Value for money assessments are found wanting Council loses its equivalent 'Good' status under the new performance regime. Members frustrated Leadership is not embedded | | | |
| Internal Controls | Effective communication of corporate messages and projects Regulat HoS and connectors meetings Staff involved in service plans which are subject to Member scrutiny | | | |

| | |
|--------------------|---|
| | Target setting in appraisals including VFM |
| Action Plan | Coaching for Strategic Directors Refresh approach to corporate skills training |
| Latest Note | Significant changes have been made to Waverley's structure and services in the past 12-18 months, including the appointment of a new strategic director. In the light of the success of these changes and the 2010 Star Chamber process, the likelihood assessment for this risk has been reduced from high to low. |

| Risk Code & Title | R/KBR010 Partnership working | Current Risk Matrix | | |
|------------------------------|---|--|-------------------|-------------|
| Description of Risk | Waverley fails to deliver value for money from Partnerships and doesn't satisfy Member expectations on Shared Services |  | | |
| Risk Owner | Steve Thwaites; Paul Wenham | | Impact | Critical |
| Last Reviewed | 08 Feb 2010 | | Likelihood | Significant |
| Risk Exposure | Districts are assessed under the CAA. New models of service provision for Local Authorities are being driven by the efficiency agenda, and the Council need to create financial savings without compromising quality | | | |
| Risk Trigger | Risk Trigger - Waverley fails to grasp and capitalise on the new performance agenda or has a poor experience with a Shared Services initiative | | | |
| Risk Factors | Other districts will better exploit the opportunities created through enhanced 'two tier' working. Areas of community weakness will be highlighted in the County wide report, with Waverley seen to be ineffectively meeting the challenges. These reports will be heavily publicised. Council fails to secure better community outcomes Public dissatisfaction with the Council Good level of awareness needs to translate to effective action to maximise opportunities | | | |
| Internal Controls | Surrey district authorities have joint policy officer group sharing ideas and approaches on CAA and LAA Member-led finance review group focusing on grants Robust Corporate Plan with performance mapped on to targets and priorities Foresight programme | | | |
| Action Plan | Ensure effective LSP that is working towards achieving LAA outcomes and delivering Surrey Community Strategy to achieve a positive CAA outcome. Joint procurement of Place Survey with partners engaged Ensure LAA is understood by partners Ensure LAA funding position is monitored and opportunities to draw new LAA grant into the Council are maximised, Seek market comparisons in some areas of transaction processing services | | | |
| Latest Note | A key element of the Foresight@Waverley programme is developing partnerships and exploring shared service opportunities. This programme is currently in its early stages, therefore the assessment of this risk has not been changed, however, at the next review the programme should have made a significant impact | | | |

| Risk Code & Title | R/KBR012 Increasing Housing Numbers | Current Risk Matrix | | |
|------------------------------|---|---|-------------------|----------|
| Description of Risk | Unpopularity of new developments prevent delivery of a sustainable development strategy |  | | |
| Risk Owner | Mary Orton; Steve Thwaites | | Impact | Critical |
| Last Reviewed | 08 Feb 2010 | | Likelihood | High |
| Risk Exposure | The new housing requirement for the Borough has been increased significantly- but the Government signals are that the figures so far are way below that which is required for: a) housing need b) housing affordability | | | |
| Risk Trigger | Risk Trigger - The Unpopularity of new development prevents a political consensus on achieving a sustainable development strategy. | | | |
| Risk Factors | Planning by appeal Extreme anger and frustration from residents aimed a Government <u>and</u> Council Inability to negotiate optimal s106 infrastructure. Inability to maximise affordable housing. Development in the 'wrong place' affecting character. | | | |

| | |
|--------------------------|---|
| | Local congestion and service capacity problems. Increasing rift between members and officers. Without proper engagement with the community we won't know what they want. Assistance required from Government but area considered low priority. Culture of planning control may struggle to move to planning delivery Current market conditions have dampened severity of issues |
| Internal Controls | Reviewing of Core strategy Critical friend assess procedures and issues for Core Strategy Planning Policy Special Interest Group for controlling and co-ordinating the development of the Core Strategy Active members of the London Fringe Sub-Region Group. Section 106 Planning tariff for infrastructure Surrey Improvement Partnership - bid for joint infrastructure project Expertise, systems and track record of delivering affordable housing |
| Action Plan | Active steps needed to change culture and consider skill sets of planners to include public relations and other technical competences Ensure that partnerships are well-placed to deliver positive change Large-scale debate and involvement in the community so as to maintain the perceived quality of life which achieving significant new growth. Objective is to deliver serviced communities rather than housing estates and influencing the optimum housing number rather than receiving the maximum. To achieve compliance with the national Indicator and the Local Area Assessment (eg. NI 154) |
| Latest Note | The Council is currently consulting residents and stakeholders about the future housing numbers. No evidence at this stage to suggest that this risk assessment should be changed |

| Risk Code & Title | R/KBR013 Managing existing Key Council Contracts | Current Risk Matrix | | |
|----------------------------|---|---------------------|-------------------|----------|
| Description of Risk | Contract fails to delivery expected standards of service | | Impact | Critical |
| Risk Owner | Steve Thwaites; Paul Wenham | | Likelihood | Low |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | Existing contracts e.g. Glendale, Veolia, DC Leisure, Housing Repairs & Maintenance fail to deliver expected standards of service. | | | |
| Risk Trigger | Risk Trigger - Service starts to deteriorate | | | |
| Risk Factors | Council does not get value for money Challenge by contractors/litigation. Need to re-tender (costs and time to do this.) Affects morale of WBC teams responsible for delivering these services. Loss of reputation | | | |
| Internal Controls | Regular client/contractor performance meetings Rigorous selection process including quality systems Maintaining intelligent client-customer complaints etc. Performance monitoring included in contract Annual financial checks on contractors bonds Regular check on company and markets WBC Business Continuity Strengthened client side - taken positive action eg. grounds maintenance and leisure. | | | |
| Action Plan | Merits of testing business continuity with alternative suppliers to be considered. Consider joining with other local contracts to increase resilience and robust response whilst maintaining good public perception and satisfaction Restructure client structure in response to staff changes and developing service requirements. Housing Improvement Board to continue to monitor the EPS contract performance Reconsider and supplement the leisure client function in light of staff changes | | | |
| Latest Note | Overall, Waverley's key contractual partners have delivered a good standard of service and have been flexible and responsive in working with the Council to react to changes eg. leisure capital works, adverse weather etc. In the light of this evidence, the likelihood of a major contract failure has been reassessed from significant to low | | | |

| Risk Code & Title | R/KBR014 Procurement Management | Current Risk Matrix | | |
|----------------------------|---|---------------------|---------------|----------|
| Description of Risk | Failure to achieve value for money when procuring contracts | | Impact | Critical |
| Risk Owner | Paul Wenham | | | |

| | | | | |
|--------------------------|--|--|-------------------|-------------|
| Last Reviewed | 08 Feb 2010 | | Likelihood | Significant |
| Risk Exposure | Waverley needs to ensure its procurement activity is properly co-ordinated and planned in order to gain cost savings and provide best value for money. Project management skills are central to the delivery of major projects. Joint contracting with other organisations is also a key plank in achieving economies of scale. The procurement rules are a set of internal parameters that govern contracting exercises and need to be up to date to allow use of modern contracting strategies | | | |
| Risk Trigger | Risk Trigger - Waverley fails to see the advantages of working with other organisations, or fails to deliver contracts on a timely basis | | | |
| Risk Factors | <p>Poor public perceptions of key delivered services and complaints increase. Council does not get value for money Challenge by contractors/litigation for unlawful activity. Need to re-tender (costs and time to do this.) Affects morale of WBC teams responsible for delivering these services. Loss of reputation. Cost ineffective contracts Adherence to traditional styles of contract: doesn't develop partnership and risk sharing. Contract concentrate on input and cost rather than outcomes. Waverley not regarded favourably by the business community. Contracts are delivered late and in a poor manner. Waverley not regarded by other authorities as a worthy partner. Waverley fails to keep abreast of developments. Although the Council have a solid foundation on which to build there is alack of expertise at project management level VFM arrangements cease to be judged by Audit Commission as good</p> | | | |
| Internal Controls | Procurement champion with Member and officer leads Participation in South East Centre of Excellence Joint contracts register Analysis of WBC spend Procurement manual Contract procedural rules | | | |
| Action Plan | Key appointment for Head of Leisure will bring expertise in commercial aspects of project management and procurement which can be shared with others. Head of Leisure to be included on Procurement group. Portfolio Holder for Finance included in monitoring of capital expenditure. Expertise in other areas eg. Housing maintenance, to be captured and used towards the achievement of the Corporate Plan and Value for Money targets Revise justification process to include Return on Investment, carbon and procurement decisions New project management toolkit launched | | | |
| Latest Note | Council agreed to invest in strengthening corporate procurement resource to improve process and deliver savings. Also, analysis has been undertaken by Spikes Carvell that identifies areas of opportunity. At this stage, this work is at an early stage, therefore, currently it is not proposed to change the likelihood rating of this risk but should be reviewed in 6-months time | | | |

| | | | | |
|------------------------------|--|----------------------------|-------------------|----------|
| Risk Code & Title | R/KBR017 Failure to have an effective information management strategy | Current Risk Matrix | | |
| Description of Risk | An effect Information management Strategy is an essential ingredient in a successful organisation and is critical for meeting Waverley's corporate plan objective in the next three years. | | Impact | Critical |
| Risk Owner | Steve Thwaites | | Likelihood | Low |
| Last Reviewed | 08 Feb 2010 | | | |
| Risk Exposure | Failure to have a strategic approach can result in inefficient information management, compromised information security and data quality, inappropriate investment in information technology and missed opportunities for improving systems and customer service. | | | |
| Risk Trigger | Risk Trigger- Information Management | | | |
| Risk Factors | Inefficient and ineffective information management Loss of data or compromise of data security Inappropriate investment in IT Inability to management the information and knowledge held within the Council Demographic time bomb of loosing many of middle and senior management in next few years makes information management even more important Loss of key personnel from IT team can have critical impact on achievement of corporate objectives | | | |
| Internal Controls | Strong Member support for Information Management strategy - now Special Interest Group underway New focus on Information Management following restructure | | | |

| | |
|--------------------|---|
| | Improved website arrangements in place New "two-tier" IT management groups established EDRMS records management system acquired |
| Action Plan | Strategy group to produce medium/long term information management strategy to address: - future information needs and demands - age and effectiveness of current systems and equipment - future skills required for staff - review of management structure to consider information management and IT Clear vision for IT development necessary to drive procurement decisions |
| Latest Note | New customer service strategy and Information strategy were agreed in the past year giving a clearer direction of Waverley's position. Changes to IT infrastructure, locality offices and the introduction of a new citizen's panel should all strengthen information management. The likelihood of failing to have an effective strategy has been revised from significant to low currently. |

| Risk Code & Title | R/KBR018 Impact of economic downturn | Current Risk Matrix | | |
|------------------------------|--|----------------------------|-------------------|----------|
| Description of Risk | Failure to ensure the Community has sufficient resilience to withstand the impact of the economic downturn. | | | |
| Risk Owner | Mary Orton | | Impact | Critical |
| Last Reviewed | 08 Feb 2010 | | Likelihood | Low |
| Risk Exposure | The Council is directly affected by the economic downturn in terms of its own finances and additional pressures on key services such as benefits and homelessness. | | | |
| Risk Trigger | Risk Trigger - Waverley suffers sudden unexpected loss of income that it has not alerted Members to and for which no contingency plan exists. Significant strain is put on the council's services and a service fails or suffers a major drop in performance | | | |
| Risk Factors | Sudden drop in income levels Sudden increase in benefit claims Increased homeless arising from repossessions Council Tax and NNDR collection rates under pressure as number of business failures rises Demands from community organisations for more support | | | |
| Internal Controls | Sound, timely reporting of budget position in the current year and in modelling for future years. "don't lose your home or business" initiative implemented Greater links with other organisations such as the CAB Grants officer offering support to community organisations Payment of local supplier invoices with 10 days implemented Regularly monitoring/reporting of key income streams e.g. Car Park income | | | |
| Action Plan | On-going monitoring of success of initiatives such as "don't lose your home or business" Continue regular reporting of income in key areas | | | |
| Latest Note | A range of measures have been implemented in the past 12 months to support the community during the recession, including many outcomes from the Don't lose your home project, support for local businesses, commitment to creation of a credit union, improved benefits performances etc. In the light of this and other data such as maintaining collection performance for rents and council tax, the likelihood of the Council failing to develop resilience in its community has been reduced from significant to low. | | | |

G:\bureau\comms\audit\2009-10\090310\002 risk anx 2.doc