

Summary of Strategic Risks

Key	Example:
Manage	Actively manage these risks
Monitor	Maintain an overview but not intensively managed
Review	Maintain a longer term overview

Risk No.	Risk Description (always starts with "If something"....)	Risk Domain most impactful on the rating	Acceptable risk impact	Current Impact	Target Impact	Current Likely-hood	Target Likelihood	Current Rating	Target Rating	Summary of actions and implications:
19	If the income and cost assumptions within the HRA Business plan do not hold true	Financial	3 - Critical	3 - Critical	3 - Critical	4 - Medium	4 - Medium	Manage	Manage	A strategic review process is in place supported by strong financial oversight to ensure the assessment of "Critical - Loss up to £100k" negative events are contained with appropriate management actions. The "medium" likelihood assessment is unlikely to change due to the economic situation.
33	If the assumptions in the MTFP cease to be accurate	Financial	3 - Critical	3 - Critical	3 - Critical	4 - Medium	4 - Medium	Manage	Manage	MTFP assumptions are actively reviewed, by their nature their impact has the potential to be "Critical - Loss up to £100k", adverse events are actively countered by appropriate management responses limiting the impact, the likelihood will remain at "medium" due to the current fluid nature of the economic shocks being experienced.
31	If the council does not learn from the changes to working practices as a result of the Covid-19 pandemic.	Financial	3 - Critical	3 - Critical	3 - Critical	4 - Medium	3 - Low	Manage	Monitor	HR and Financial review process is in place supported by strong financial oversight to ensure the assessment of "Critical - Loss up to £100k" negative events are contained with appropriate management actions. The "medium" likelihood assessment of negative events are contained with appropriate management actions to reduce the level of risk likelihood to "low" within the Where Work Happens project plans.
32	If the council's I.T systems are compromised	Service Delivery	3 - Critical	3 - Critical	3 - Critical	4 - Medium	3 - Low	Manage	Monitor	The impact of a Cyber security breach has the potential impact to be "Substantial, short-term disruption/inconvenience" to service delivery and this is being actively managed by a number of mitigation measures, including an increase in dedicated officer capacity and preventive software measures. The "medium" likelihood assessment of negative events are reduced to "low" reflecting the additional measures now in place.

4	If businesses within the borough are unable to continue trading due to economic environment such as the fallout of the 2020 pandemic, Ukrainian conflict and shift in trading patterns and movement to online shopping	Reputational	2 - Significant	2 - Significant	2 - Significant	3 - Low	3 - Low	Monitor	Monitor	The council has a high profile Economic Development team actively working with the business community within the Borough managing the reputational aspect of the visible High Street. Adverse publicity of a large number of High Street empty units is considered to be "Significant - One-off adverse local publicity" with a "low" likelihood as this situation will be relative to all towns in the surrounding area, experiencing the same economic issues.
6	If the Council does not achieve its aim of becoming a net zero-carbon Council by 2030	Reputational	2 - Significant	2 - Significant	2 - Significant	4 - Medium	3 - Low	Monitor	Monitor	Additional officer capacity and a strong programme plan to deliver climate change projects limits the reputational impact whilst the likelihood of not achieving the climate change target reduced from "Medium" to "Low" in respect of the actions being proposed.
18	If new homes are not designed to achieve the required energy efficient rating "A"	Reputational	2 - Significant	2 - Significant	2 - Significant	3 - Low	3 - Low	Monitor	Monitor	The new Design Standards delivering carbon neutral homes was adopted July 21.
20	If Public Works Loans Board (PWLB) Borrowing rates increase	Service Delivery	3 - Critical	3 - Critical	3 - Critical	3 - Low	3 - Low	Monitor	Monitor	The risk implication is that the increases in the cost of borrowing has a direct impact on new build business case financial viability. It is possible to consider mixed tenure developments to improve financial viability of schemes. The New Affordable Homes scheme will be included in the strategic review of the HRA Business Plan during 2022/23.
22	If a Neighbourhood plan was produced resulting in tensions, these be counter to the local plan/ government policy	Legal/Regulator	2 - Significant	2 - Significant	2 - Significant	4 - Medium	4 - Medium	Monitor	Monitor	The council maintains close working relationships with relevant groups and T&P to provide assistance through the various stages. By their nature/content the likelihood will remain "medium" due to the plans being politically contentious across the electorate.
28	If the Council's Safeguarding Policy for Children at Risk is not adhered to by all councillors and staff and updated and refreshed when appropriate.	Legal/Regulator	2 - Significant	2 - Significant	2 - Significant	3 - Low	3 - Low	Monitor	Monitor	Safeguarding Policy regularly refreshed and updated with training for members and officers.
30	If the council enters into collaborations without conducting the proper due diligence	Financial	3 - Critical	3 - Critical	3 - Critical	3 - Low	3 - Low	Monitor	Monitor	GBC collaboration is currently under going due diligence and member scrutiny.
34	If the Council takes insufficient strategic decisions to address the projected shortfall to ensure a sustainable Medium Term Financial Plan (MFTP)	Financial	3 - Critical	3 - Critical	3 - Critical	3 - Low	3 - Low	Monitor	Monitor	Officer dialog with Executive to identify and develop opportunities to address the deficit via the Business Transformation Board
8	If pedestrian friendly and cycle-friendly road system is not developed	Reputational	2 - Significant	2 - Significant	2 - Significant	3 - Low	2 - Very Low	Monitor	Review	Joint working with Surrey County Council on established projected identified to address this objective.

11	If the council cannot reduce the carbon impact by its own assets / staff	Reputational	2 - Significant	2 - Significant	2 - Significant	3 - Low	2 - Very Low	Monitor	Review	A number of workstreams have been established throughout the councils across all service areas to ensure each service is making an impact.
12	If an inappropriate New Affordable Homes Delivery Strategy is adopted by the Council.	Service Delivery	3 - Critical	3 - Critical	3 - Critical	3 - Low	2 - Very Low	Monitor	Review	Will be included in the HRA strategic business plan review.
17	If tenants are unable to access services or we provide inappropriate services	Service Delivery	3 - Critical	2 - Significant	2 - Significant	3 - Low	2 - Very Low	Monitor	Review	Landlord Services Advisory Board reconstituted and a New Customer Satisfaction Survey developed.
23	Safeguard good Planning development in the borough: If there is a change in government policy impacting on the councils ability to meet administration deadlines	Legal/Regulatory	2 - Significant	3 - Critical	3 - Critical	3 - Low	2 - Very Low	Monitor	Review	The impact is currently above the acceptable risk appetite for Legal/Regulatory risk domain. Careful consideration will be given to any changes in regulations due to the impact this could have on the service capacity to manage the impact down to the risk appetite.
1	If the current government regulations enabling councillors to participate in public committee meetings remotely expire before the health risks of the COVID-19 pandemic subside	Legal/Regulatory	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
2	If the COVID-19 pandemic continues to inhibit public participation at meetings	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
3	If, despite having access to ample funding, the resources within the Economic Development team are insufficient to implement Waverley's Economic Development Strategy 2018-32	Service Delivery	3 - Critical	1 - Small	1 - Small	3 - Low	3 - Low	Review	Review	Additional resources provided in the 2022/23 revenue Budget.
5	If the council is unable to properly utilise available external funding due to lack of resource / bid writing skills	Service Delivery	3 - Critical	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
7	If the council fails in its drive to promote reduce / reuse to achieve our targets on household waste and recycling	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
9	If air quality issues are not adequately addressed especially those caused by vehicle emissions	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
10	If partnership working is not established, vital action to promote the Boroughs biodiversity may not take place	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
13	If homelessness prevention is not effective	Service Delivery	3 - Critical	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review	
14	If Affordable Housing Providers do not share the Council's objectives in delivering homes to meet housing need across the income spectrum.	Service Delivery	3 - Critical	1 - Small	1 - Small	3 - Low	3 - Low	Review	Review	
15	If affordable housing provision avoidance within planning applications is not robustly challenged	Service Delivery	3 - Critical	1 - Small	1 - Small	3 - Low	3 - Low	Review	Review	

16	If homes are unsafe, inefficiently heated, poor quality, unaffordable	Service Delivery	3 - Critical	3 - Critical	3 - Critical	2 - Very Low	2 - Very Low	Review	Review
21	If there are delays in agreeing the LPP2 for submission	Legal/Regulator	2 - Significant	1 - Small	1 - Small	2 - Very Low	3 - Low	Review	Review
24	If Community Infrastructure Levy is not allocated to the most important infrastructure projects	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review
25	If partnership working with all parties involved is not established on the Brightwells regeneration scheme	Reputational	2 - Significant	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review
27	If robust business continuity measures are not in place	Service Delivery	3 - Critical	2 - Significant	2 - Significant	2 - Very Low	2 - Very Low	Review	Review
29	If the council does not work closely with the local resilience forum	Service Delivery	3 - Critical	3 - Critical	3 - Critical	2 - Very Low	2 - Very Low	Review	Review