

STRATEGIC RISK MANAGEMENT REPORT JULY 2009

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1. Executive summary

- 1.1 A strategic risk 'refresh' workshop was conducted on 9 July 2009. This exercise was an opportunity to refresh (or update) those risks that may affect the ability of the Council to achieve its corporate objectives. It involved preparation in advance by senior managers, reviewing the material that was produced last year, and using a workshop to identify, analyse and prioritise the business risks that will be included in the strategic risk register over the forthcoming year.
- 1.2 In total 33 strategic risks from the previous year's list were re-evaluated. 3 new risks were identified and 7 risks (numbers 7, 9, 20, 21, 28, 37 and 46) were deleted, producing a new list of 29 risks. Two risks (numbers 2 and 41) have been substantially rewritten, so for clarity these have also been classified as deletions and the rewritten versions shown as new risks.
- 1.3 The risk matrix measured each risk for its likelihood and impact in terms of its potential for affecting the ability of the organisation to achieve its objectives.
- 1.4 The risk tolerance line created in January 2004 was re-evaluated and this year it was decided to redraw the line so that box A3 fell within the Council's risk tolerance.
- 1.5 Of the risks rated at the workshop, the top risks facing the Council are:-

Scenario	Short name
11	Required number of affordable houses may not be provided
54	Major public inquiries require the Council to commit resources and money
18	Projected savings may not be realised
3a	The Government has raised expectations about the Council's responsibilities in response to a civil emergency.
5	If the Council wishes to take on another major initiative, staff may not be able to accommodate it.
8	The Government may add a significant new area of responsibility to Runnymede's portfolio with a lack of clarity as to what is required and when
38	Failure to increase usage of the two leisure centres.
3b	A major incident occurs in the Council for which there is no effective business continuity plan.
24	In order to deliver on priorities, Runnymede is increasingly partnering with other agencies to deliver services. There are many issues around terms of reference, ownership and sharing of objectives and liabilities
44	Disposal of the old Civic Office site is delayed.
45	A use for QE House is not found that meets community aspirations and financial targets.

52	Council is vulnerable to challenge because Equalities Impact Assessments have not been actioned.
56	Failure to comply with Health and Safety guidelines

- 1.5 These risks appear above the tolerance line and the next stage is to manage them. This will require assessing the adequacy of existing actions and to identify the need for further action with the aim of moving the risks to below the line.

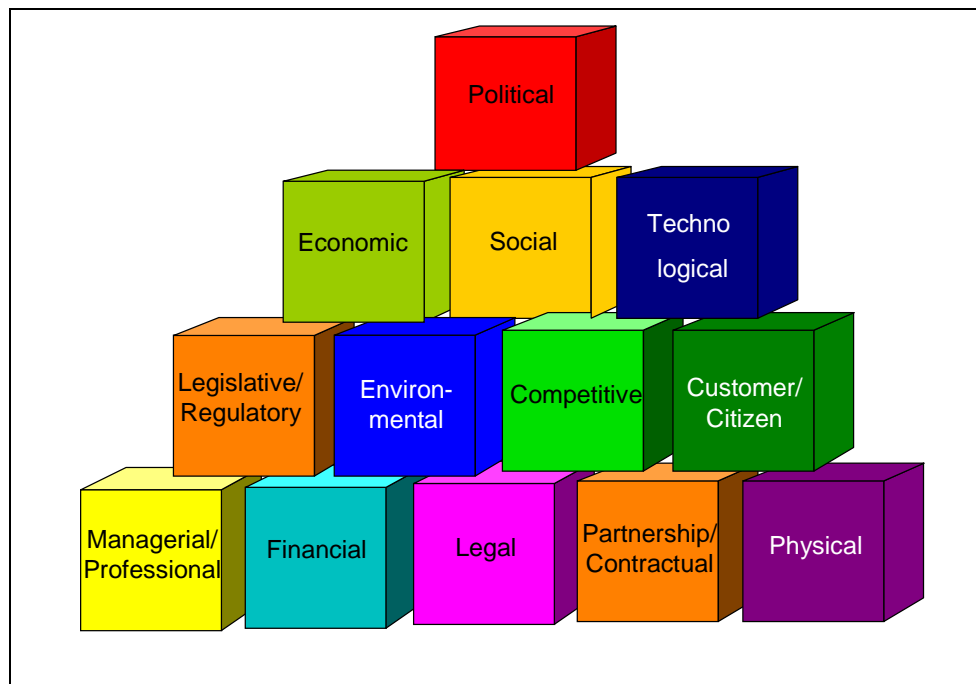
2. The process

2.1 Introduction

The process repeated the annual exercise introduced by Zurich Municipal in 2004.

2.2 Risk identification

The first of five stages of the risk management cycle involves risk identification. This was achieved with a workshop with senior managers (identified in Appendix 1). The workshop covered 13 categories of risk as shown below, based on the approach recommended by Zurich Municipal and the definitions set out in Appendix A of the Council's Risk Management Strategy.



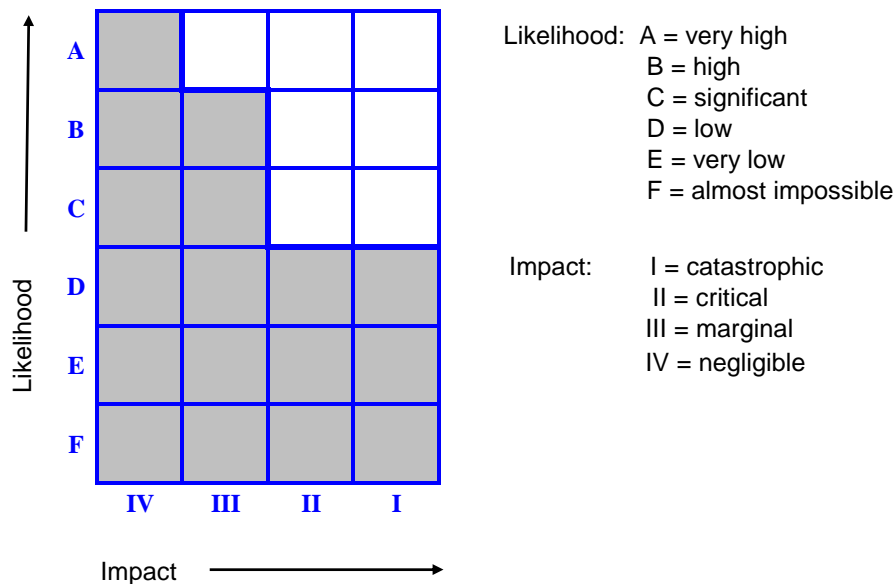
2.3 Risk analysis

2.3.1 The results from the identification stage created 29 risk scenarios. 33 risks were brought forward from last year, some of which required some minor descriptive amendments to bring them up to date. Three new risks were identified (numbers 52 to 54). Seven risks on last year's risk register (numbers 7, 9, 20, 21, 28, 37 and 46) were deleted. Two risks (numbers 2 and 41) have been substantially rewritten, so for clarity these have also been classified as deletions and the rewritten versions shown as new risks. Risk 2 now becomes risk 55 and reflects the changed employment market. Risk number 41 becomes risk 56 which refers to all health and safety risks rather than only those associated with the use of IT.

2.3.2 At the workshop on 9th July 2009, senior officers reviewed the 29 risks to be included in the risk register. The risk register attached to this report includes all modifications made to the rated risk scenarios.

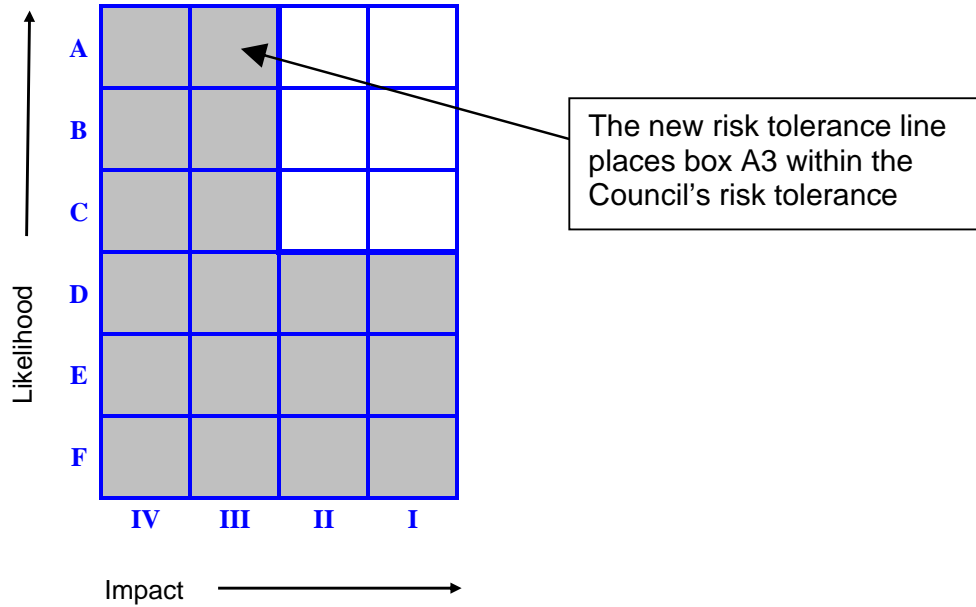
2.4 Risk profile/prioritisation

During the workshop the risks were assessed for impact and likelihood and they were plotted onto a matrix (depicted below). The impact was measured as being negligible, marginal, critical or catastrophic. The likelihood was measured as being almost impossible, very low, low, significant, high or very high (in accordance with paragraph 4.3 of the Council's Risk Management Strategy). The grid reproduced below also shows the risk tolerance line that had been used last year.



2.5 Setting the tolerance line

To determine the group's appetite for risk (the risk tolerance line) the group considered each of the squares on the matrix and decided if they were prepared to live with a risk in that box or if they wanted to actively manage it. The team decided to shift the tolerance line, moving the line to the right of the square at A3. Those risks above the line require further action and monitoring and those below the line have sufficient controls in place. The new risk tolerance line is shown overleaf.

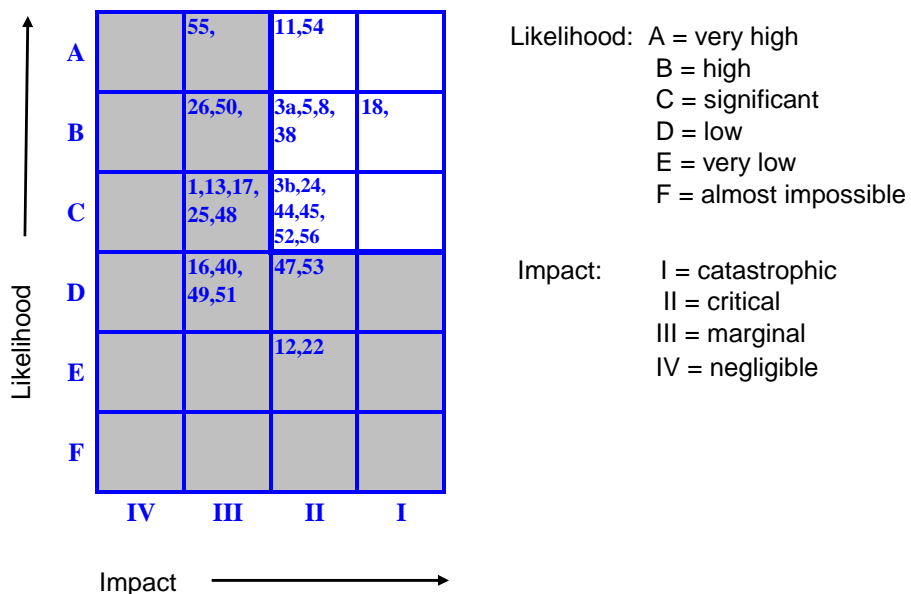


3. Risk analysis results

3.1 Risk profile

3.1.1 Based on the identification and analysis during the workshop, each of the 29 risks were considered in turn and plotted against the matrix. Of these risks, 13 were profiled above the risk tolerance line and 16 risks were profiled below the line. The results are shown in the diagram below.

STRATEGIC RISK PROFILE
Runnymede Borough Council at 9 July 2009



- 3.1.2 Appendix 2 shows all the risks that were profiled during the exercise. An indicator is shown against each risk showing if the risk has increased, reduced or maintained the same rating as last year. This Appendix represents the Council's new risk register.
- 3.1.3 Appendix 3 identifies those issues no longer to be profiled.
- 3.1.4 The next stage will require the Chief Officers' Management Team to determine the action plans for each of the identified risks. This will enable each risk to be monitored and successfully managed down.

4. Above the line Risk Clusters

Where appropriate, the risks have been grouped into risk clusters to facilitate the development of action plans.

Financial pressures

Scenario	Short name
18	Projected savings may not be realised
38	Failure to increase usage of the two leisure centres.
44	Disposal of the old Civic Office site is delayed.
45	A use for QE House is not found that meets community aspirations and financial targets
54	Major public inquiries require the Council to commit resources and money

Government legislation

Scenario	Short name
8	The Government may add a significant new area of responsibility to Runnymede's portfolio with a lack of clarity as to what is required and when

Contingency Planning

Scenario	Short name
3a	Raised expectations about the Council's responsibilities in a civil emergency.
3b	A major incident occurs in the Council for which there is no effective business continuity plan.

Organisational issues

Scenario	Short name
5	If the Council wishes to take on another major initiative, staff may not be able to accommodate it.
24	Runnymede is increasingly partnering with other agencies to deliver services
52	Council is vulnerable to challenge if Equalities Impact Assessments have not been actioned.

Housing

Scenario	Short name
11	Required number of affordable houses may not be provided

Health and Safety

Scenario	Short name
56	Failure to comply with Health and Safety guidelines

5. Conclusion

5.1 Compared with previous years, the risk register shows the following position:-

	January 2004	April 2005	April 2006	April 2007	June 2008	July 2009
Risks above the tolerance line	21	12	13	16	18	13
Risks below the tolerance line	11	14	16	16	15	16
New risks added to the register	32	2	4	6	5	5*
Risks deleted		8	1	3	4	9*
Risks that have increased		4	4	5	9	3
Risks that have decreased		8	8	4	5	9

* Includes 2 risks that have been substantially rewritten.

5.2 Priority will be given to controlling those risks that could have a catastrophic or critical impact.

5.3 The Chief Officers' Management Team will continue to monitor and measure the work that is undertaken and, where required, reassess the management action plans to ensure that progress is being made and the targets can be met.

5.4 These risks will be reviewed within twelve months in order to determine if they are still relevant and to identify new scenarios.

Appendix 1



Workshop attendees



The following is a list of those who attended the workshop




- Deborah Blowers, Director of Housing and Community Services
- Ian Blowers, Head of Tenant Services
- Stuart Cawthorne, Director of Finance
- Diane Cooke, Chief Internal Auditor
- Andy Cryer, Head of Community Services
- Bob Etheridge, Policy and Implementation Manager
- Andy Gardiner, Head of Law
- Robert Hanger, Assistant Director of Finance (Accountancy & Payments)
- Chris Hunt, Head of Leisure
- Sally Kelsall, Private Sector Housing & Enabling Manager
- Peter Sims, Interim Chief Executive Officer
- Dennis Speight, Interim Director of Technical Services
- Nigel Watson, Head of ICT
- John Willmott-French, Environmental Policy Officer




Appendix 2


Risks register: risks above the tolerance line

No	Rating	Vulnerability	Trigger	Consequence
11	A2 	Due to high house prices and a shortage of land for development (due to planning constraints) there is a lack of affordable housing within the district. Key funding stream for social housing has been compromised	Required number of affordable houses not provided	<ul style="list-style-type: none"> • Council target on affordable housing not met • Increased costs of dealing with homelessness • Many people in the district are unable to afford to buy their own house • Young people/key workers leave the district • Shortage of local workforce – especially blue collar • Workers commute into the district • Increased traffic congestion and pollution • Community not sustainable in longer term
54	A2 NEW	Major public inquiries require the Council to commit resources and money	A public inquiry is held	<ul style="list-style-type: none"> • Cost • Staff diverted from the day job • Threat to savings target
18	B1 	The Council is committed to achieving significant levels of savings to achieve a balanced budget. The long term financial forecasts for the council are based on council tax increases of 5%.	Projected savings are not realised	<ul style="list-style-type: none"> • Services are inadequately funded • Across the board cuts in budgets • Major projects do not proceed • Councils fails to deliver on priorities • Staff cuts with impact on morale and motivation • Public criticism • Member officer tensions • Reduced resources impacts on service



No	Rating	Vulnerability	Trigger	Consequence
		This is subject to future government capping regimes.		quality and increases risk
3a	B2 	Contingency Plans - External The Civil Contingencies Act requires the Council to reassess the robustness of its business continuity planning process. Government has raised expectations about the Council's responsibilities.	A major incident occurs in the Borough for which there is no effective emergency plan (e.g. plane crash) The Council fail to respond properly to an incident.	<ul style="list-style-type: none"> • Effective procedures not implemented • Disruption to services • Local community at risk • Resources used trying to rectify situation • Community loses confidence in the Council • Council seen to be failing to meet requirements of Civil Contingencies Act • Adverse publicity
5	B2 	Runnymede Borough Council has worked hard to focus on identifying community priorities, but is less clear as to what is not a priority. Members are heavily focused on achieving outcomes and there is a 'can do' culture. Council likes to 'punch above its weight'	Council wishes to take on another major initiative and staff cannot accommodate. Faced with the need to reduce expenditure, the Council cannot decide what to do.	<ul style="list-style-type: none"> • Everything becomes a priority • Priorities become a 'to do' list • Staff confused over direction and link with vision. • Resource cannot be matched to need • Financially impossible to achieve • Unrealistic customer/citizen expectations • Overstretched workforce • Customer dissatisfaction • Long term goals not achieved • Member dissatisfaction leading to deterioration in member /officer relationships. • Council underperforms • Poor audit /inspection outcome • Council criticised

No	Rating	Vulnerability	Trigger	Consequence
8	B2 	The roles and responsibilities of Local Authorities are defined by the stroke of a politician's/civil servant's pen and Runnymede Borough Council must monitor and respond to new political decrees. Runnymede recognises that it has a 'small' corporate centre'	Government adds a significant new area of responsibility to Runnymede's portfolio and/or there is lack of clarity (either from Government or within Runnymede) as to what is required and when.	<ul style="list-style-type: none"> • Authority needs to be on top of implications of change requiring resource input. • Risk of key information missed from consultation process • New costs must be managed • Budgets put under pressure • Existing services must be prioritised • Failure to follow guidelines • Commitments are not realised. • Loss of income opportunities • Council criticised for failing to implement policies, with damage to reputation
38	B2 	The investment in new leisure facilities at Egham and Addlestone may not realise the desired financial and community benefits.	Failure to increase usage of the facilities.	<ul style="list-style-type: none"> • Deficits continue. • Compensating savings required elsewhere. • Member dissatisfaction. • Council reputation may suffer. • Outsourcing.
3b	C2 	Contingency Plans - Internal The Civil Contingencies Act requires the Council to reassess the robustness of its business continuity planning process.	A major incident occurs in the Council for which there is no effective business continuity plan e.g. loss of offices	<ul style="list-style-type: none"> • Effective procedures not implemented • Disruption to services • Key information lost • Local community at risk • Resources used trying to rectify situation • Community loses confidence in the Council • Council seen to be failing to meet requirements of Civil Contingencies Act • Adverse publicity



No	Rating	Vulnerability	Trigger	Consequence
24	C2 	In order to deliver on priorities, Runnymede is increasingly partnering with other agencies to deliver services. There are many issues around terms of reference, ownership and sharing of objectives and liabilities	Partnership ineffectively managed e.g. lack of terms of reference/ incorporation/ shared objectives/ ownership of issues.	<ul style="list-style-type: none"> • Council priorities not achieved • Council is seen to fail • Relationships with agencies deteriorate • Adverse effect on performance • Ineffective assignment of risk • Censure by audit/inspection • Adverse publicity • Image of Council damaged • Political fall-out • Effect on voting patterns • Disputes arise over joint funding
44	C2 	Disposal of the old Civic Office site is delayed.	Failure to achieve a sale of the site.	<ul style="list-style-type: none"> • Financial- • Member / public criticism • Eyesore
45	C2 	A use for QE House is not found that meets community aspirations and financial targets.	Failure to find a suitable purchaser.	<ul style="list-style-type: none"> • Community aspirations not met • Community opportunity lost • Failure to realise budget savings on time • Budget savings only achievable through an unpopular solution • Member dissatisfaction. • Council reputation may suffer.
52	C2 NEW	Council is vulnerable to challenge because Equalities Impact Assessments may not have been actioned	Challenge or assessment	<ul style="list-style-type: none"> • Equalities ranking reduced • Loss of reputation • Damages awarded against the Council

No	Rating	Vulnerability	Trigger	Consequence
56	C2 	<p>Failure to comply with health and safety procedures.</p> <p>Manual handling and the use of heavy machinery are significant issues for depot based services.</p> <p>New ways of working are not adequately assessed for health risks (e.g. hotdesking).</p> <p>Courts increase the responsibilities of organisations, e.g. the grey fleet and fire regulations.</p> <p>Increased liability for the actions of others e.g. contractors</p>	<p>Inadequate observance of health and safety guidelines.</p> <p>Increased use of on-screen resources (e.g. e-mail, scanned material)</p>	<ul style="list-style-type: none"> • Insurance claims and potential uninsured damages. • Increased incidence of health problems / sickness. • Staff turnover increases. • Managerial focus diverted from service needs. • Adverse publicity and damaged reputation <div style="border: 1px solid red; padding: 5px; margin-top: 10px;"> <p>N.B. This risk replaces Risk Number 41</p> </div>




Risks register: risks below the tolerance line




No	Rating	Vulnerability	Trigger	Consequence
55	A3 	<p>The staff profile is ageing and a retirement 'hump' is inevitable.</p> <p>The Council reduces staffing levels in response to financial constraints or reduced workloads in market-driven services.</p> <div style="border: 1px solid red; padding: 5px; color: red; text-align: center;"> <p>N.B. This risk replaces Risk Number 2</p> </div>	<p>Key posts remain unfilled/take unacceptable lengths of time to fill.</p> <p>No obvious successors when staff leave.</p>	<ul style="list-style-type: none"> • Pressures on existing staff • Potential difficulties recruiting suitable staff when demand for services increases • Activities are ineffectively carried out • Difficulties in succession planning • Reliance on agency/temporary staff • Gaps appear in structures • Adverse impact on service delivery • Service failure and the potential for health and safety risks to increase • Adverse publicity • Image of Council damaged
26	B3 	<p>In the event of extreme weather conditions (e.g. flooding) stakeholders expect the Council to respond.</p> <p>Runnymede invests time, money and resources in dealing with this problem</p>	<p>The area experiences uncommonly heavy rainfall and flooding occurs</p>	<ul style="list-style-type: none"> • Large areas of private and business property is damaged causing thousands of pounds worth of damage • The Council receives much of the blame for not preventing the damage • Claim made against the Council • The Council is pressured into paying for improvements to flood defences • Money is diverted from other projects • Loss of confidence in the Council's emergency planning • Adverse publicity • Image of Council damaged

No	Rating	Vulnerability	Trigger	Consequence
50	B3	Ageing population and other demographic changes (including population growth). Increased expectations of elderly but no additional funding to meet requirements. Lack of adequate contemporary data.	When demands outstrip capacity of the organisation.	<ul style="list-style-type: none"> • Unmet demand for services. • Council reputation suffers • Forced to reprioritise other services • Reactive rather than planned services • Council ends up shouldering responsibilities of others • Staff disaffection
1	C3	Runnymede Borough Council prides itself on being a well-run organisation with excellent standards in service delivery and high expectations from members and officers. Financial stringency makes it harder to maintain high standards. The authority was assessed under CPA as excellent in 2004 and achieved a UOR score of 4 in 2007.	A disappointing future CPA assessment is received which does not meet officers and Members' expectations	<ul style="list-style-type: none"> • Disappointment amongst Members and officers leading to loss of morale and commitment • Criticism of officers by Members, who feel let down • Credibility of senior management damaged • Media criticism • Wider perception of authority damaged • Time and money spent on improvement planning to recover position • Senior management positions in jeopardy • Key staff leave to join more successful authority.
13	C3	Anti-social behaviour is a high profile issue for local residents and the Council has a lead role to play in managing community initiatives to deal with this. This	Perception of anti-social behaviour begins to increase.	<ul style="list-style-type: none"> • Perceived failure of council leadership • Areas of the Borough 'get a reputation' • Negative impact on economy • Negative impact on local communities • Issue gets in the way of other key priorities

No	Rating	Vulnerability	Trigger	Consequence
		is a key ambition and significant gains have been made.		<ul style="list-style-type: none"> • Major election issue • Breakdown in partnership with other agencies, in particular police. • Member/officer tensions
17	C3 	<p>The Runnymede area is undergoing economic growth and expansion. Transportation is struggling to cope.</p> <p>The prospect of consent for mineral extraction and waste treatment facilities will affect the Borough's attractiveness and economy.</p> <p>Co-operation with strategic partners can be patchy and slow.</p>	Council fails to influence / manage change effectively	<ul style="list-style-type: none"> • Opportunities missed • Unsatisfactory solutions/compromises are reached • Infrastructure fails to cope • Traffic congestion increases • Adverse impact on local economy • Negative impact on local environment • Tensions with other agencies e.g. County Council • Public criticism • Council seen to be failing • Adverse publicity
25	C3 	<p>The Council is required to meet increasing Government targets on recycling and is investing significant resources and funds to achieving this.</p> <p>There is a dependency on a viable market for the products from recycling to help finance the exercise</p>	Cost of achievement of increased recycling targets is economically unsustainable	<ul style="list-style-type: none"> • Targets not achieved/sustained Or Funds diverted from other services to sustain • Services suffer • May require a radical revision of refuse collection arrangements • Increased pressure on savings targets • Audit criticism • Public dissatisfaction.

No	Rating	Vulnerability	Trigger	Consequence
48	C3 ↓	LAA / Partnership Potential ineffectiveness of partnerships. Funding streams are vulnerable Outcomes of the process do not warrant inputs	Increased status given to statutory partnerships and funding decisions made by others	<ul style="list-style-type: none"> • Inability to determine (and meet) local priorities • Council is seen to fail • Relationships with agencies deteriorate • Adverse effect on performance • Censure by audit/inspection • Adverse publicity • Image of Council damaged • Political fall-out • Effect on voting patterns • Funding reduced • Increase in abortive work • Expertise shifts to other bodies
47	D2 ↓	The cumulative impact of inflation on the Council's cost base	Revenue gap between cost pressures and funding (grant / Council Tax)	<ul style="list-style-type: none"> • Cuts • Reduced service levels • Public disaffection • Staff disaffection
53	D2 NEW	Pressure to undertake or provide more access to services on-line exposes the Council to greater risk of security breaches or data theft/abuse. Homeworking or mobile working	An incident occurs - e.g. someone hacks in. - e.g. theft of an unprotected	<ul style="list-style-type: none"> • Reputation • Fraud • Cost • Additional workload in maintaining systems

No	Rating	Vulnerability	Trigger	Consequence
		connected to office systems.	laptop	
16	D3 	The Council needs to communicate (and sell) a number of key corporate messages, both externally to stake holders, and internally to all staff. There are several delicate messages to deliver, e.g. justifying the new office accommodation, asset disposals and cuts in services	A key message, is not effectively communicated and managed to all stakeholders	<ul style="list-style-type: none"> • Some lower tier staff do not receive corporate messages • Staff confused by / unaware of new strategies • Public resistance to changes • Poor press • Members critical of media and communication management • Staff feel alienated / frustrated • Tensions between staff and managers • Corporate strategies compromised • Council fails to move forward
40	D3 	Environmental planning constraints restrict new developments.	Government fails to provide a solution resulting in widespread refusal of planning permissions and other consents.	<ul style="list-style-type: none"> • Impact on local economy • Impact on asset disposals • Impact on housing market • Bewildered public • Impact on attractiveness of the Borough. • Substitute savings required to replace interest on asset disposals. • Need to review previous planning decisions.
49	D3 	Pressure to undertake unproductive or ill-justified joint working. Lack of clarity about partners'	National and local political pressure	<ul style="list-style-type: none"> • Loss of control and enforced compromise • Increased costs • Abortive work • Staff disaffection • Reduced standard of service

No	Rating	Vulnerability	Trigger	Consequence
		objectives.		<ul style="list-style-type: none"> • Inability to achieve desired benefits • Member disaffection • Takes resources away from other priorities • Council image/branding suffers • Limits options for the future
51	D3 	Environmental risks (e.g. Contaminated Land)	<p>An environmental risk is identified.</p> <p>New legislative responsibilities are placed upon the Council.</p>	<ul style="list-style-type: none"> • Risk to public • Cost • Staffing resources (and expertise) inadequate
12	E2 	The Council has a number of key contracts. Procurement management skills are not yet embedded in the organisation. It is taking measures to address this but there is still a need for skills to be embedded in the organisation.	A key contract fails or is ineffectively negotiated	<ul style="list-style-type: none"> • Council taken advantage of by contractor • Benefits of procurement approach not realised • Efficiency savings not made • Time is wasted • Increased pressure on staff • Contract(s) fail • Procured service not value for money • Procured service is poor • Waste of resources
22	E2 	Successful service delivery is dependent upon effective performance monitoring. However robust performance management is not consistently applied across the Council.	Performance in a key area drops/improves	<ul style="list-style-type: none"> • No clues as to why performance has suffered/improved • Managers are unaware of quality and performance standards being achieved. • No corrective action can be taken during the performance of a function

No	Rating	Vulnerability	Trigger	Consequence
				<ul style="list-style-type: none"> • Failure to reward successes • Failure to address poor performance • Resources are wasted • Service quality falls • Censure by audit / inspection • Focus on BVPI targets diverts attention from service needs.

Appendix 3

Risks deleted from the register

No	Rating	Vulnerability	Trigger	Consequence
2 *	A2	<p>Runnymede Borough Council experiences difficulty in recruiting and retaining staff – especially in professional areas, but also at administrative, clerical and blue collar levels. .</p> <p>There is competition from other public services, local government and the private sector (unemployment at <1%), and local council work is increasingly seen as not an attractive career option.</p> <p>The staff profile is ageing and a retirement ‘hump’ is inevitable</p>	<p>Key posts remain unfilled/take unacceptable lengths of time to fill</p>	<ul style="list-style-type: none"> • Pressures on existing staff • Activities are ineffectively carried out • Difficulties in succession planning • Pressure to offer more lucrative packages • Reliance on agency/temporary staff • Escalating staff costs • Gaps appear in structures • Adverse impact on service delivery • Service failure • Adverse publicity • Image of Council damaged
				<div style="border: 1px solid red; padding: 5px; color: red; font-weight: bold;"> <p>* N.B. This risk has been replaced by Risk Number 55</p> </div>
7	D3	<p>There is mixed managerial ability throughout the organisation. A proportion of managers has proven technical expertise and is professionally competent, but</p>	<p>A manager is unable to deal with, for example, a sensitive personnel/</p>	<ul style="list-style-type: none"> • Officers frustrated/square pegs in round holes • Failure to directly challenge poor performers • Culture does not encourage staff to progress and develop • Lack of confidence in managers

No	Rating	Vulnerability	Trigger	Consequence
		lack the more general management skills such as people and business management.	management competency issue	<ul style="list-style-type: none"> • Low officer morale • Issues escalate • Frequent involvement of human resources staff and unions • Increased cost of resources • Possible litigation issues • Reputation as an employer suffers
9	D2	Runnymede provides high profile and high-risk services.	High profile incident leading to sustained media and legal attention (e.g. through failure of asset/management)	<ul style="list-style-type: none"> • Service is frozen • Major health and safety prosecution • Negative impact on rest of organisation • Loss of confidence in management • Criticism of officers • Reputation of council damaged • Recruitment is inhibited • Loss of quality staff • Loss of confidence in Council • Loss of public trust
20	C2	The new council offices create an opportunity to re-engineer the way the organisation works, breaking down boundaries, changing working practices and the use of technology and provide seamless delivery to residents.	Change is ineffectively managed and staff see changes as a threat.	<ul style="list-style-type: none"> • Staff unhappy with changes • Staff reluctant to co-operate • Working culture takes time to change • New systems not working effectively • Services suffer • Public satisfaction falls • Censure by inspection • Image of the Council damaged

No	Rating	Vulnerability	Trigger	Consequence
		The challenge is to maintain top quartile performance in this new environment.		<ul style="list-style-type: none"> • Potential for teams to work less effectively
21	C2	Runnymede is engaged in an ambitious ICT programme.	ICT programme fails to meet planned or existing service needs	<ul style="list-style-type: none"> • Cost of exercise not justified • Efficiencies and economies not delivered. • Full advantage of new technologies not realised • Staff confused and frustrated • Customer expectations not realised • Member officer tensions • Key council objective undermined • Targets not achieved • Criticism of Council
28	C2	<p>The district council is the second tier in an area of two tier local government, there is a regional agenda building and it is necessary to have a political response to this.</p> <p>There is the continued threat of proposals to move to unitary authorities.</p>	<p>Proposals published to move to unitary authorities.</p> <p>Or</p> <p>Sub National Review could have potentially significant implications for funding and structure.</p>	<ul style="list-style-type: none"> • Members do not have game plan • Staff become disillusioned and demoralised • Sense of uncertainty • Long term planning put on hold • Service delivery suffers • Re-organisation of functions, responsibilities, staff and other stakeholders • Staff leave • Core services increasingly difficult to deliver • Adverse publicity

No	Rating	Vulnerability	Trigger	Consequence
37	C2	<p>The organisation sometimes does not manage corporate resource planning (or response to external pressure) well.</p> <p>An annual corporate view ahead is needed to co-ordinate our approach.</p>	<p>There is a need to progress several initiatives and the resource is not there to do it.</p>	<ul style="list-style-type: none"> • Projects delayed • Prioritisation distorted • NPIs not met • Financial targets not met • Stress • Member dissatisfaction. • Council reputation may suffer.
41 *	C2	<p>Constant use of computers throughout the organisation creates increased health risks.</p> <p>New ways of working are not adequately assessed for health risks (e.g. hotdesking).</p>	<p>Increased use of on-screen resources (e.g. e-mail, scanned material)</p> <p>Inadequate observance of health and safety guidelines.</p>	<ul style="list-style-type: none"> • Insurance claims. • Increased incidence of health problems / sickness. • Staff turnover increases. • Managerial focus diverted from service needs. <div style="border: 1px solid red; padding: 5px; margin-top: 10px;"> <p>* N.B. This risk has been replaced by Risk Number 56</p> </div>
46	C2	<p>Failure to provide A2 Housing Association with vacant possession of the final phase of the Wapshott Road estate by the required dates in the contract.</p>	<p>Tenants and owners do not vacate properties in accordance with the decanting schedule.</p>	<ul style="list-style-type: none"> • The Council will be required to pay A2 a proportion of the costs incurred as a result of delaying the building contract. • Tenants' move into the final phase delayed. • Criticism from tenants and the public. • Member dissatisfaction.