

Date: 1 November 2011
Contact Number: 01395 517543
E-mail: cholland@eastdevon.gov.uk



To: Members of the Audit and Corporate Governance Committee
(Councillors: David Atkins, Roger Boote, Peter Bowden,
Steve Gazzard, Steve Hall, Anthony Howard, Geoff Pook, Ken Potter)

Councillor David Cox – Portfolio Holder, Finance
Councillor Ray Bloxham - Portfolio Holder, Corporate Business
Councillor Ian Thomas – Portfolio Holder, Corporate Services
Chief Executive
Deputy Chief Executive – Transformation and Systems Thinking
Head of Service - Finance
South West Audit Partnership
Sue Hodges – Assistant Accountant

East Devon District Council
Knowle
Sidmouth
Devon
EX10 8HL
DX 48705 Sidmouth
Tel: 01395 516551
Fax: 01395 517507
www.eastdevon.gov.uk

Dear Sir/Madam,

Audit and Governance Committee
Thursday 10 November 2011 at 2.30pm

The above meeting will be held in the Council Chamber at East Devon District Council Offices, Knowle, Sidmouth, to consider the matters detailed on the agenda below.

Yours faithfully,

MARK WILLIAMS

Chief Executive

Members of the public are welcome to attend this meeting.

- **A period of 15 minutes has been provided at the beginning of the meeting to allow members of the public to raise questions.**
- **In addition, the public may speak on items listed on the agenda. After a report has been introduced, the Chairman of the Committee will ask if any member of the public would like to speak in respect of the matter and/or ask questions.**
- **All individual contributions will be limited to a period of 3 minutes – where there is an interest group of objectors or supporters, a spokesperson should be appointed to speak on behalf of the group.**
- **The public is advised that the Chairman has the right and discretion to control questions to avoid disruption, repetition and to make best use of the meeting time.**

AGENDA

	Page/s
1 Public question time – standard agenda item (15 minutes) Members of the public are invited to put questions to the Committee through the Chairman. Councillors also have the opportunity to ask questions of the Leader and/or Portfolio Holders during this time slot whilst giving priority at this part of the agenda to members of the public.	
2 To confirm the minutes of the meeting of the Audit & Governance Committee held on 29 September 2011.	4 - 8

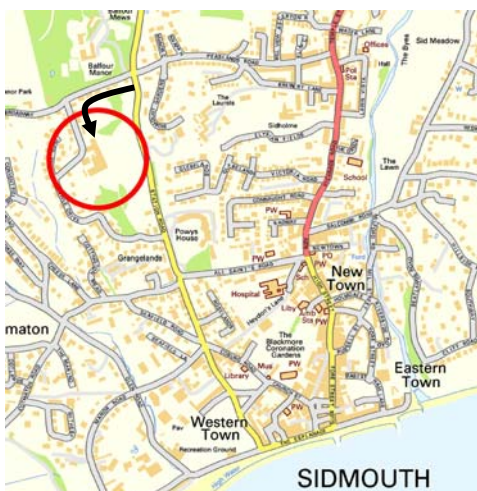
Protective Marking: UNCLASSIFIED

3	To receive any apologies for absence.		
4	To receive any declarations of interests relating to items on the agenda.		
5	To consider any items which in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances. (Note: Such circumstances need to be specified in the minutes; any Member wishing to raise a matter under this item is requested to notify the Chief Executive in advance of the meeting).		
6	To agree any items to be dealt with after the public (including the press) have been excluded. There are no items which Officers recommend should be dealt with in this way.		
7	Members' Business mileage and insurance issues	Corporate Organisational Development Manager / Assistant Accountant	9 – 11
8	Expenditure on Consultants 2010/11	Financial Services Manager	12 – 15
9	First Bi-annual Risk Review 2011/12	Management Information Officer	16 – 71
10	Forward Plan	Head of Service - Finance	72

Members remember!

- ❑ You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- ❑ Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- ❑ Make sure you say the reason for your interest as this has to be included in the minutes.
- ❑ If your interest is prejudicial you must leave the room unless you have obtained a dispensation from the Council's Standards Committee or where Para 12(2) of the Code can be applied. Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only at meetings where the public are also allowed to make representations. If you do remain, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation.
- ❑ You also need to declare when you are subject to the party whip before the matter is discussed.

Getting to the Meeting – for the benefit of visitors



© Crown Copyright. All Rights Reserved. 100023746.2010

The entrance to the Council Offices is located on Station Road, Sidmouth. **Parking** is limited during normal working hours but normally easily available for evening meetings.

The following **bus service** stops outside the Council Offices on Station Road: **From Exmouth, Budleigh, Otterton and Newton Poppleford – 157**

The following buses all terminate at the Triangle in Sidmouth. From the Triangle, walk up Station Road until you reach the Council Offices (approximately ½ mile).
From Exeter – 52A, 52B; From Honiton – 52B;
From Seaton – 52A; From Ottery St Mary – 379, 387

Please check your local timetable for times.

The Committee Suite has a separate entrance to the main building, located at the end of the visitor and Councillor car park. The rooms are at ground level and easily accessible; there is also a toilet for disabled users.

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the
Audit and Governance Committee

held at Knowle, Sidmouth, on Thursday 29 September 2011

- Present: Councillors:
Ken Potter (Chairman)
Peter Bowden (Vice-Chairman)
Roger Boote
Steve Gazzard
Steve Hall
Geoff Pook
- Also Present: Councillors:
David Cox
Alan Dent
Christine Drew
Martin Gammell
Tom Wright
- Officers: Simon Davey, Head of Finance
Rachel Pocock, Corporate Legal & Democratic Services Manager
Laurelie Gifford, Financial Services Manager
Diana Vernon, Democratic Services Manager
- Internal Auditors: Tony Brown, South West Audit Partnership
Andrew Ellins, South West Audit Partnership
Chris Gunn, South West Audit Partnership
- External Auditors: Barrie Morris, Grant Thornton
Jenny Dwyer, Grant Thornton
- Apology: Councillor:
Tony Howard

The meeting started at 2.30 pm and ended at 4.30 pm.

- *9 Public Questions
No questions were raised by members of the public or Councillors.
- *10 Minutes
The minutes of the meeting of the Audit and Governance Committee held on 30 June 2011 were confirmed and signed as a true record.
- *11 Declarations of interest
No interests were declared.

*12 Statement of Accounts - 2010/11

Members were asked to approve the Council's audited Statement of Accounts. The Committee's attention was drawn to required amendments made following the audit. These included correction of the District Valuer's Council dwellings valuation, reclassification of pension costs and internal errors. The Head of Finance advised that more resource was needed in respect of processes and practices to ensure that adequate reviews and checks could be carried out. In reply to a question about use of the District Valuer's office, the Head of Finance advised that consideration would be given to seeking quotations from alternative providers. Members noted the final position of the Council's Accounts compared with 2010/11.

a) Financial Statement

The Audit and Governance Committee had delegated responsibility to approve the Annual Statement of Accounts. The Financial Services Manager outlined the detail of the Statement and highlighted key financial points. The Statement gave a comparison between agreed budget and Outturn reports previously presented. Borrowing to facilitate purchase of refuse bins and to progress social housing initiatives was noted. The amendments made did not make any significant difference to the previously reported net financial position of the Council.

The Committee suggested that it would be potentially useful to analyse the cost of Council contracts and use of consultants and agency workers. This would tie in with work already being carried out by the Finance Think Tank.

In reply to a question about depreciation, the Panel was advised that life of an asset was calculated depending on its category. The Panel was also advised of the current procedures in respect of bad debts and at what point these were written off.

b) Annual Governance Statement for year ended 31 March 2011

The Council was required to approve an Annual Governance Statement to accompany the Statement of Accounts. The report detailed the processes in place within the Council's Governance framework and in compliance with its adopted Code of Corporate Governance. The Council had responsibility for conducting (at least annually) a review of the effectiveness of its governance framework and Members noted how this review had been undertaken, including the monitoring undertaken by the Audit and Governance Committee. The report also outlined steps taken and processes now in place following a data breach in July 2010. The report included a list of proposed actions to remedy or improve the Council's governance framework and internal controls.

The Head of Finance advised that the review had identified some areas where action was appropriate to enhance the governance and internal control environment to ensure continuous improvement. The areas for improvement listed were in respect of assets information, financial regulations and standing orders, corporate risk register, main accounting and payroll. Members recognised that the right framework needed to be in place to enable the Council to achieve its corporate goals. The Committee would monitor the areas for improvement and encourage all Councillors to recognise that the Annual Governance Statement was the core of Council business.

c) Letter of Representation

Members were asked to endorse the letter to Grant Thornton (the Council's external auditors) in respect of the audit of the Financial Statements for the year ended 31 March 2011 confirming the Council's position, documents produced and the sound processes in place.

d) Report to those charged with Governance

Barrie Morris, Grant Thornton, presented the Council's external audit report which highlighted key issues arising from the Council's financial statements for the year ending 31 March 2011. This set out the adjustments and corrections made to the Council's accounts as a result of the audit and a proposed action plan of recommendations for further improvement.

The external auditor drew Members' attention to significant accounting errors in the accounts, including those in respect of journal entries. He believed that the errors were due to insufficient internal financial resources being in place. The correction work had required additional input from the external audit which was reflected in their adjusted fee. A review of accountancy resources would be carried out to address the issues raised. A summary of recommended actions and key financial challenges was set out.

The Public was entitled to inspect the accounts and a notice of objection had been received from outside East Devon that morning in respect of income from on-street and off-street parking. It was thought to be a national campaign in respect of the Traffic Act. The objection had to be investigated by the external auditors before a certificate of completion could be issued. To meet the 30 September 2011 deadline for publishing final accounts, the external auditors would issue an accompanying unqualified statement on the accounts.

- RESOLVED:**
- (1) that the Statement of Accounts be approved.
 - (2) that it be noted that a certification of completion could not be issued but an unqualified statement would be provided by Grant Thornton, external auditors, to enable the accounts to be approved by the Council by 30 September 2011; this being a legislative requirement.

13 Regulation of Investigatory Powers Act and policy

Members considered the report of the Corporate Legal and Democratic Services Manager setting out proposed up-dates to the policy in respect of the Regulation and Investigatory Powers Act. Although EDDC rarely made use of surveillance powers, the policy promoted good practice in assisting officers in identifying where the Regulation of Investigatory Powers Act (RIPA) applied and how to implement the Act taking into account the Human Rights Act. The number of authorising Officers had been reduced. The Corporate Legal and Democratic Services Manager re-assured Members in respect of the stages involved in processing a request and the register of activity which was held centrally. In reply to a question she advised that RIPA activity would be reported more frequently than annually providing that this did not compromise any on-going investigation.

13 Regulation of Investigatory Powers Act and policy (cont)..

- RECOMMENDED:**
- (1) that the up-dated Regulation of Investigatory Powers Act (RIPA) policy be approved with delegated power being given to the Corporate Legal and Democratic Services Manager to up-date it as necessary in line with changes to legislation and guidance;
 - (2) that the Audit and Governance Committee receive a report on RIPA and a review of its use (and any major amendments to the policy) on an annual basis (or more frequently as appropriate);
 - (3) that the Chief Executive, Monitoring Officer and S.151 Officer (Head of Finance) be designated as authorising officers for the purpose of RIPA, with the Monitoring Officer as Senior Responsible Officer.

*14 Internal Audit Activity – Quarter 2 2011-2012

Consideration was given to the report of Tony Brown of the South West Audit Partnership outlining the activity of the internal audit team in Quarter 2 2011-2012.

Members noted the schedule at Appendix A of the report which listed all audits agreed in the Annual Audit Plan 2011/2012. The SWAP recommendations were ranked in respect of level of concern to assist the monitoring process. Appendices B and D of the report showed where weaknesses or areas for improvement had been identified during the audits with target-dated actions to ensure any concerns were addressed. Members noted that audits still required were on target for completion within the current Plan.

RESOLVED: that the internal audit activity report for Quarter 2 2011/2012 be acknowledged

*15 Future of Local Audit

Members noted the email from the Audit Commission to the Chief Executive on the future of local audit. The Department for Communities and Local Government had considered options for transferring the audit work of the Audit Commission's in-house audit practice to the private sector. Ministers had decided that best value for money would be achieved by outsourcing the work through a procurement exercise. The email included the timetable for this procurement and how new contracts would be awarded. The Council's current external auditor was appointed to audit the accounts for the 2011/12 financial year. This would not change but the Council's external auditor for 2012/13 could not be confirmed until Spring 2012. The Audit Commission proposed that the Council's current external auditor appointment be extended until 31 August 2012 to deal with any issues that may arise during the period 1 April 2012 until 31 August 2012 prior to the confirmed appointment. The Council would be consulted on the external auditor appointment following the award of contracts in Spring 2012.

RESOLVED: that the proposed future local auditing arrangements be noted

*16 Forward Plan

Members noted the contents of the forward plan and made the following comments:

10 November 2011 meeting to include scoping a possible investigation of Council use of contractors and consultants. Any such review would need to be undertaken in consultation with the Portfolio Holder – Finance.

19 January 2011 - The Internal Audit Activity – Quarter 3.

Chairman Date

Audit and Governance Committee

Members' Business mileage and insurance issues

1 Officers

1.1 At East Devon District Council we have a procedure whereby we check annually the following documentation for staff:

- Insurance (with business cover)
- Vehicle Document (V5)
- Driving Licence (Plastic version if available)
- MOT (if applicable)

1.2 The insurance expiry date is used as a trigger for requesting to see new documents and an email is issued one month before the expiry date to the individual reminding them. We only require the new insurance document if we have already seen all other documents within the last 12 months to minimise any inconvenience.

1.3 Although Payroll Services administer this process, the reason the process has been implemented is on advice from our insurance provider. Our insurance provider Chartis has confirmed that an employee using their own vehicle on the business of the employer this creates a legal risk and liability for the employer. Indeed the employer is capable of being subject to legal action with the driver.

1.4 This is illustrated in case law where the Post Office was prosecuted under H&S legislation when one of its employees was involved in a Road Traffic Accident, whilst delivering post using his own moped which had defective tyres at the time of the RTA.

1.5 A fleet management review was undertaken in May 2008 by Gallagher Bassett Risk Managers for Chartis. The following are key recommendations arising from this review:

- Line managers should conduct initial checks of the driving licence of all employees required to drive on work-related business (including employees using their own vehicles for work related driving).
- Licence checks should be repeated at least once every 12 months.
- Where employees use their own vehicles for work-related driving, there should be a robust annual requirement placed on them to demonstrate that their vehicles maintain a valid M.O.T certificate.
- Employees who use their own vehicles for work-related driving should ensure and demonstrate at regular intervals that they maintain a valid motor insurance certificate and that this covers them for all work related activity.

Agenda Item 7

1.6 Clearly employers have a duty under the Management of Health and Safety at Work Regulations 1999 to assess the risks to the health and safety of the employee whilst at work associated with driving for work.

2 Members

2.1 On advice from AIG and our Insurance Officer, we have implemented the same process for Members. Members also use their own vehicles for work on behalf of the Authority and in order to mitigate our risk we introduced the same checks for Members.

2.2 Advice from our insurers highlights that when a Member drives on behalf of the Authority it is essential that the Member carries appropriate insurance which must include full business use.

2.3 Business use is required unless the insurance company accepts that the vehicle is used in connection with a **voluntary**/trade/business service of the Authority and have issued an insurance certificate to that effect. Without this the driver will be driving against the law. The driver should satisfy themselves and be able to provide evidence that the vehicle is adequately insured not just for the Authority but also if requested to produce evidence by the police.

2.4 The Authority has a vicarious liability for anyone who may drive on its behalf. Therefore East Devon District Council has a duty to ensure adequate insurance is in place. Failure to do so may leave the Council open to legal action in the event of an accident happening and no insurance being in place.

2.5 It should also be noted that the Authority must ensure that the vehicle is fit for purpose. Not only does the Council owe a duty of care to a Member to ensure that they have a safe place of work and we also owe a duty of care to the general public when Members are performing duties on behalf of the Council. The Health and Safety Executive recognises a vehicle as a place of work. It is essential therefore that the vehicles used by Members have a current MOT and are maintained in a road worthy condition.

2.6 Failure to ensure a road worthy condition may result in the Health and Safety Executive imposing fines if it is shown that the Council did not take reasonable steps to check vehicles and it is not beyond the realms of possibility that in the most serious cases criminal convictions may result.

2.7 It appears that the experience of some Members is that the insurance companies do not always deem their mileage as business mileage. The advice from our insurance provider is that even if business insurance cover is not required because the insurance company is willing to issue a certificate for voluntary use, this should be checked annually. So too would the MOT as this would confirm road worthiness and ensure the Council is mitigating its vicarious liability risk.

2.8 Many other authorities have a policy which says they carry out these checks for their Officers and Members but we understand practice is a little patchy due to the logistical difficulties in large organisations to actually undertake the checks. It is entirely possible that in serious incidents corporate manslaughter charges could be levied if it is shown that there has been a systemic failure of senior staff to implement their own policies. We do know that Teignbridge, Plymouth, Cornwall and South Hams are very strict in administering their policy and will not pay expenses until the checks have been undertaken.

2.9 I have contacted South Somerset District Council who experienced the same problems as EDDC and have now decided to put the onus back onto Members and surprisingly do not undertake any checks.

Recommendation

- 1) That Members continue to arrange their own insurance cover.
- 2) That the Council continues to check that adequate cover is in place to fulfil its duty of care and mitigate risk. (Note: This cover may in the form of business insurance or voluntary/trade/business service cover.)

Karen Jenkins
Corporate Organisational Development Manager
20 October 2011

Agenda Item 8

Audit and Governance Committee

10 November 2011

LG



Expenditure on Consultants 2010/11

Summary

This report is in response to a request for more information at the Audit and Governance Committee meeting on 29 September 2011 on the costs of consultants to EDDC. This report sets out the details of these costs by Supplier.

Recommendation

To note the information provided on consultants spend as requested at the previous Audit and Governance Committee.

a) **Reasons for Recommendation**

It is a factual report detailing costs already incurred.

b) **Alternative Options**

None.

c) **Risk Considerations**

None.

d) **Policy and Budgetary Considerations**

These are detailed in the report.

e) **Date for Review of Decision**

N/A

1 Main Body of the Report

1.1 During 2010/11 EDDC spent £797,903 on various consultants as detailed in a freedom of information request in April 2011. Of these payments, £233,573 relate to capital projects, and £573,480 to Revenue items.

1.2 Suppliers who received payments of over £10,000 in total are listed separately in the table below:

Expenditure on Consultants 2009/10	
Supplier Name	Totals for supplier
AECOM LTD	14,099.80
BAILEY PARTNERSHIP	11,000.00
CHARLES E WARE & SON	38,148.06
CREATING EXCELLENCE	18,052.60
DAVID ROCHE GEOCONSULTING LTD	16,405.00
FIONA MATHEWS	10,592.50
HALCROW GROUP LIMITED	22,227.99
IAN HOWICK AND PARTNERS LTD	87,124.75
INVENTA PARTNERS LTD	14,500.00
LAND USE CONSULTANTS	15,834.39
LDA DESIGN CONSULTING LLP	80,572.80
MICHAEL DYSON ASSOCIATES LTD	44,868.67
N J WHITTAKER LTD	13,943.60
PRICEWATERHOUSECOOPERS LLP	42,654.22
TUNSTALL TELECOM LTD	28,522.80
UNIVERSITY OF SOUTHAMPTON	17,697.00
VALUATION OFFICE AGENCY	11,860.00
WARD WILLIAMS ASSOCIATES	43,192.24
WSP UK LTD	78,643.02
Sub Total	609,933.14
Items under £10,000 (144 suppliers)	187,970.28
Total	797,903.42

Attached for further information:

- Appendix A Individual transaction details
- Appendix B Individual transaction by project

Legal Implications

The Legal Section will detail any implications here. If there are none, this should also be stated by the Legal Section.

Financial Implications

The financial details are contained within the report.

Background Papers

- Appendix A Individual transaction details
- Appendix B Individual transaction by project

Laurelie Gifford
Financial Services Manager

Audit and Governance Committee
Date of Meeting

Consultants fees 2010/11
Appendix A
By Supplier:

Supplier	Reason for using consultants	Service / Project	Item Details	Capital	Revenue
AECOM LTD	Project specialists	Growth Point Team	Edaw Infrastructure Study Aecom Training		12,974 1,126
BAILEY PARTNERSHIP	Specialist architects	Honiton Community Centre	Design consultation	11,000	
CHARLES E WARE & SON	Specialist architects	HRA Housing	Lift Access For Elderly HRA		1,551
		HRA Reroofing	Reroofing HRA		13,332
		17 New Affordable Homes	New build	19,330	
		Sewerage Disposal	Fees Waggs Plot	1,120	
		Major Improvements	HRA council dwellings	2,814	
CREATING EXCELLENCE (Was CABE)	Independent planning specialists Achitectural support to evaluate Cranbrook planning applicator	Growth Point Team	Creating Excellence		18,053
DAVID ROCHE GEOCONSULTING LTD	Specialist engineers	Beaches And Foreshores Coast Protection Exmouth Gas Migration	Cliff Inspections Cliff Inspections Salterton Rd Landfill		8,555 2,485 5,365
FIONA MATHEWS	Bat specialist	Looking Out For Bats Project	Greater Horseshoe bat research & monitoring of habitats. All SITA funded.		10,593
HALCROW GROUP LIMITED	Specialist engineers	Growth Point Team	WCS STAGE 3 + SCOPING		13,029
		Development Management	Technical support re Tesco Seaton		3,537
		Pollution Prevention Warren View	Contractors	5,661	
IAN HOWICK AND PARTNERS LTD	Specialist engineers	Coast Protection	Defra Returns		1,621
		Flood Prevention	Thorn Farm Way flood study		24,530
		Pollution Prevn Imperia	Imperial Recreation Ground	28,930	
		Rockbeare Individ Flood Protcn	Rockbere Property Grant	7,148	
		Feniton New Village Flood Prev	Flood prevention scheme	24,894	
INVENTA PARTNERS LTD	Specialists in developing and delivering strategies for funding sustainable energy (electricity, heating and cooling), waste, water and telecommunications infrastructure.	Growth Point Team	To develop a Multi Utility Sustainable Infrastructure Strategy for the Growth Point		14,500
LAND USE CONSULTANTS	Planning development specialists	Planning Policy	Habitat Regulation Assessment Screening		8,021
		Planning Policy	Sustainability Application Report		7,813
LDA DESIGN CONSULTING LLP	Design specialists	La Business Growth Incentive	Development of Exmouth Masterplan, Development Briefs and delivery strategy on 2 key sites. £50,000 contribution to work from Devon County Council		76,970
		Whole town visioning and master planning of regeneration frameworks	Development Management	Planning application at Long Boat cafe	
MICHAEL DYSON ASSOCIATES LTD	Specialist housing stock surveyors (Contract split with Mid devon)	Stock Condition Survey	HRA stock every 5 yrs		44,869
N J WHITTAKER LTD	Chartered Building Company	Major Improvements	Housing maintenance	13,944	
PRICEWATERHOUSECOOPERS LLP	Specialist VAT advice	Led Client Side Costs	Fee for VAT advice. Generated VAT refund £244k in 2010/11		42,654
TUNSTALL TELECOM LTD	Software consultants To install new software and gain Telecare Accreditation	Homesafeguarded Bcp	New software and compliance		28,523
UNIVERSITY OF SOUTHAMPTON	Expert motor vehicle noise control engineer	Enviro Protection Team	Dunkeswell Race track		17,697
VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Honiton Heathpark	Honiton Heathpark		1,200
		Development Management	Independent development viability appraisal to assist in Section 106 agreement negotiations		3,000 3,500
		HRA Management	Sale of Globe House		2,160
		Axe Wetlands Cadet HQ Chambers Close	Axe Wetlands Purchase Land exchange	1,020 820	
WARD WILLIAMS ASSOCIATES	Specialist Surveyors Specialising in Costings, contractual programming and management skills	Local Authority Business Growth Incentive	Seaton Visitor Centre (work match funded by Devon County Council)		34,424
		Seaton Regeneration	Seaton land agreement negotiations. (Bulk of fees paid reimbursed by Tesco).	8,767	
WSP UK LTD	Specialist project engineers via CCT	Growth Point Team Ottery St Mary Cycle Path		75,207	3,435
All Supplier totals under £10,000				32,918	155,053
Total				797,903.42	233,572.74

Consultants fees 2010/11				Appendix B	
By Service / Project:					
Service / Project	Supplier	Area of expertise not available in-house	Item Details	Capital	Revenue
Beaches And Foreshores	DAVID ROCHE GEOCONSULTING LTD	Specialist engineers	Cliff Inspections		8,555
Coast Protection	DAVID ROCHE GEOCONSULTING LTD	Specialist engineers	Cliff Inspections		2,485
	IAN HOWICK AND PARTNERS LTD	Specialist engineers	Defra Returns		1,621
Development Management	HALCROW GROUP LIMITED	Specialist engineers	TECHNICAL SUPPORT TESCO'S SEATON		3,537
	LDA DESIGN CONSULTING LLP	Whole town visioning and master planning of regeneration frameworks	Planning application at Long Boat cafe		3,603
	VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Independent development viability appraisal to assist in Section 106 agreement negotiations		3,000 3,500 2,160
Environment Protection Team	UNIVERSITY OF SOUTHAMPTON	Expert motor vehicle noise control engineer	Dunkeswell Race track		17,697
Estates & Economic Development - La Business Growth Incentive budget	LDA DESIGN CONSULTING LLP	Design specialists	Dev. of Exmouth Masterplan, Development Briefs and delivery strategy on 2 key sites. £50,000 contribution to work from Devon County Council		76,970
	WARD WILLIAMS ASSOCIATES	Specialist Surveyors Specialising in Costings, contractual programming and management skills	Seaton Visitor Centre (work match funded by Devon County Council)		34,424
Exmouth Gas Migration	DAVID ROCHE GEOCONSULTING LTD	Specialist engineers	Salterton Rd Landfill		5,365
Flood Prevention	IAN HOWICK AND PARTNERS LTD	Specialist engineers	Thorn Farm Way flood study		24,530
Growth Point Team	AECOM LTD	Project specialists	Edaw Infrastructure Study		12,974
	CREATING EXCELLENCE (Was CABE)	Independent planning specialists	Aecom Training		1,126
	HALCROW GROUP LIMITED	Architectural support to evaluate Cranbrook planning application	Creating excellence		18,053
	INVENTA PARTNERS LTD	Specialist engineers	WCS STAGE 3 + SCOPING		13,029
	WSP UK LTD	Specialists in developing and delivering strategies for funding sustainable energy (electricity, heating and cooling), waste, water and telecommunications infrastructure	To develop a Multi Utility Sustainable Infrastructure Strategy for the Growth Point		14,500
Honiton Heathpark	VALUATION OFFICE AGENCY	Specialist project engineers	Honiton Heathpark		3,435
Home Safeguard	VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Honiton Heathpark		1,200
Home Safeguard	TUNSTALL TELECOM LTD	Software consultants To install new software and gain Telecare Accreditation	New software and compliance		28,523
HRA Lift Access For Elderly	CHARLES E WARE & SON	Specialist architects	Housing maintenance		1,551
HRA Management	VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Housing maintenance		160
HRA Reroofing	CHARLES E WARE & SON	Specialist architects	Housing maintenance		13,332
HRA Stock Condition Survey	MICHAEL DYSON ASSOCIATES LTD	Specialist housing stock surveyors (Contract split with Mid Devon)	EDDC Council dwellings survey		44,869
Looking Out For Bats Project	FIONA MATHEWS	Bat specialist	Greater Horseshoe bat research & monitoring of habitats. All SITA funded.		10,593
Led Client Side Costs	PRICEWATERHOUSECOOPERS LLP	Specialist VAT advice	Fee for VAT advice. Generated VAT refund £244k in 2010/11		42,654
Planning Policy	LAND USE CONSULTANTS	Planning development specialists	Habitat Regulation Assesment Screening Sustainability App Report		8,021 7,813
17 Affordable Homes	CHARLES E WARE & SON	Specialist architects	New build	19,330	
Axe Wetlands Purchase/Access	VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Axe Wetlands Purchase	1,020.00	
Cadet HQ Chambers Close	VALUATION OFFICE AGENCY	Specialist valuers - arms length opinion	Land exchange	820.00	
Feniton New Village Flood Prevention	IAN HOWICK AND PARTNERS LTD	Specialist engineers	Flood prevention scheme	24,894	
Honiton Community Centre	BAILEY PARTNERSHIP	Specialist architects	Design consultation	11,000	
Major Improvements	CHARLES E WARE & SON	Specialist architects	Housing maintenance	2,814	
	N J WHITTAKER LTD	Chartered Building Company	Housing maintenance	13,943.60	
Ottery St Mary Cycle Path	WSP UK LTD	Specialist project engineers via CCT		75,207	
Pollution Prevn Warren View	HALCROW GROUP LIMITED	Specialist engineers	Contractors	5,661	
Pollution Prevention Imperial	IAN HOWICK AND PARTNERS LTD	Specialist engineers	Imperial Recreation Ground	28,930	
Rockbears Individ Flood Protection	IAN HOWICK AND PARTNERS LTD	Specialist engineers	Rockbere Flood prevention funded by Grant	7,148	
Seaton Regeneration	WARD WILLIAMS ASSOCIATES	Specialist Surveyors Specialising in Costings, contractual programming and management skills	Seaton land agreement negotiations. (Bulk of fees paid reimbursed by Tesco).	8,767	
Sewerage Disposal	CHARLES E WARE & SON	Specialist architects	Waggs Plot site	1,120	
All Supplier totals under £10,000				32,918	155,053
Total				797,903	233,573
					564,331

Agenda Item 9

Audit and Governance Committee

10 November 2011

Risk Review Information for 2011



First Bi-annual Risk Review 2011/12

Summary

Risk information for the 2011/12 financial year until September 2011 is supplied to allow the Audit and Governance Committee to monitor the risk status of Strategic and Operational Risks. This follows the 1st Bi-annual Review of Risks for 2011/12.

Recommendation

That the Audit and Governance Committee considers the current status of risks as at September 2011.

a) Reasons for Recommendation

To ensure that the Risk Management Policy and Guidance is being followed and all risks are being monitored and mitigating actions implemented.

b) Alternative Options

None.

c) Risk Considerations

Failure to identify, assess, monitor, review and manage risks could impact negatively (i.e. financial, reputational, operationally) on the council.

d) Policy and Budgetary Considerations

Our Risk Management Policy and Guidance recommends that risks are reported to the Audit and Governance Committee on a bi-annual basis. Risks which are unmanaged could have a serious financial impact.

Potential Negative Impact

Affordable Homes.

Thriving Economy.

Safe Environment.

Clean Environment.

Green Environment.

Recycling.

Excellent Customer Service.

Inspirational Council.

Meeting our crime and disorder duties.

Meeting our Diversity and Equality duties.

e) Date for Review of Decision

Bi-annual review

1 Main Body of the Report

1. The EDDC's Risk Management Policy requires all risks identified by the council to be reviewed bi-annually. There are currently 18 Strategic and 93 Operational Risks, each when first identified were considered high or medium level risks which required some form of mitigation. For this 1st review for 2011/12 all risk owners were asked to reassess the overall risk, update their control action/s and re-score the risk to give a residual score in light of the mitigation actions undertaken.

2. The majority of the risks have been mitigated to a medium or low level with the exception of the following risks which have retained a high residual risk score: -

Risk: Failure to ensure required standards of construction and safety within the District. Failure to ensure adequate standards could result in a variety of different scenarios ranging from a loss of public confidence and a down-turn in service provision to the injury or death of a citizen.

Pure Status: High (16)

Residual Status: High (12)

Risk: Safety of employees on site visits Safety of employees and/or others could be jeopardised by a number of different variables, including working on dangerous construction sites, working in isolated properties and working 'out of hours'.

Pure Status: High (16)

Residual Status: High (12)

3. In line with the Risk Management Policy to ensure risk management is an embedded process the Service Planning Days which are due to take place through the autumn will provide an opportunity for Services to reassess their current risks and identify any new areas for concern.

4. A report showing the high and medium level risks with control action detail appears in Appendix A.

5. A report showing the low level risks without control actions appears in Appendix B

6. An explanation and definitions of these risks including the risk matrix can be found in Appendix C.

Legal Implications

The continuous assessment of risk will allow Councillors and Managers to identify areas in their service responsibility where the Council may be exposed to legal challenge, litigation or censure.

Financial Implications

Consultation on Reports to the Cabinet

Relevant Heads and officers have contributed to the appendices.

Background Papers

- Appendix A - The Risk Review report, high and medium risks with control action detail for 2011.
 - Appendix B – The Risk Review report, low risks only for 2011
 - Appendix C - Explanations and definitions.
-

Joanne Avery Ext 2332
Management Information Officer

Audit and Governance Committee
13 October 2011

High and Medium Risks with Control Action

Report for 2011/2012

Filtered by Flag: Include: Strategic Risks, Operational Risk

Exclude: Archive

Filtered by Performance Status: Include Risk Status: Medium, High
Not Including Projects records, Including Control Action records

Key to Performance Status:

Control Action: Not Yet Started No Data available Not Effective in Planning / Progress Completed Working and Effective

Risks: No Data (0+) High (12+) Medium (6+) Low (1+)

High and Medium Risks with Control Action

Risk: Business failure of a major contractor or significant partner Failure of a major contractor to deliver key services in accordance with the specification/service level agreement or a significant partnership fails through a legal, financial, reputational, relationship or governance issue

Pure Status: High (12)	Pure Risk Impact: Major	Pure Risk Likelihood: Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Pre tender selection procedure	Pre-tender selection process aims to ensure only those contractors with the technical expertise, performance history and financial standing are invited to tender in accordance with CSO's.	Simon Davey	02/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note:

High and Medium Risks with Control Action

Risk: Adequacy of financial resource planning to deliver the Council's priorities Insufficient financial resources to deliver Council priorities as a consequence of:

- a) Failure of financial forecasting, budgeting, monitoring and reporting system resulting in insufficient financial resources and inadequate reserves
- b) Failure to use resources available effectively
- c) Reduction in government funding

Pure Status: High (12)

Pure Risk Impact: Major

Pure Risk Likelihood: Likely

Residual Status: Medium (8)

Residual Risk Impact: Major

Residual Risk Likelihood: Unlikely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Annual budget preparation and monitoring	service managers, directors, members involved in the preparation of budgets and in the monitoring/reporting of actual financial performance during the course of the year	Simon Davey	02/10/2009	30/09/2011
Working and Effective	Efficiency	the council will look to achieve efficiency targets in order that the resources that are available are directed towards delivering key priorities	Simon Davey	30/10/2009	30/09/2011
Working and Effective	Financial regulations and operating procedures	internal arrangements designed to ensure financial resources are securely held and appropriately used	Simon Davey	02/10/2009	30/09/2011
Working and Effective	Medium term budget preparation	preparation of medium term term financial plan forecasting income and expenditure and any potential gap in resources	Simon Davey	02/10/2009	30/09/2011
Working and Effective	prudential borrowing	ensure borrowing is affordable and sustainable	Simon Davey	29/10/2009	30/09/2011
Working and Effective	Reserve policy	maintenance of adequate reserves at a level designed to ensure the council can continue to deliver services in the event of reducing incomes or higher than expected costs.	Simon Davey	02/10/2009	30/09/2011

Responsible Officer: Simon Davey

Review Note:

High and Medium Risks with Control Action

Risk: Major disruption in continuity of computer and telecommunications services. Major disruption in continuity of computer and telecommunications facilities to the detriment of service delivery

Pure Status: High (12)

Pure Risk Impact: Major

Pure Risk Likelihood: Likely

Residual Status: Medium (6)

Residual Risk Impact: Serious

Residual Risk Likelihood: Unlikely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
in Planning / Progress	CoCo Compliance	Compliance with Code of Connection...government standard for system, network and information security design and monitoring that requires yearly approval.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	ICT Strategy	ICT Strategy... design and selection of resilient systems including virtualised processor and storage arrays; dual path networks; built in system redundancies; UPS and back -up power supplies	Chris Powell	05/10/2009	31/08/2011
Working and Effective	Information Security Policy	Information Security Policy...to protect systems from electronic attack; inappropriate user access; inappropriate use of systems.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	IT Service Continuity Plan	In the event of a major incident that prevents use of the main data centre at the Knowle plans and systems are in place to transfer IT operations to East Devon Business Centre	Paul Bacon	01/08/2011	31/08/2011
Working and Effective	ITIL-based processes	ITIL-based service management processes...best practice designed to deliver quality IT services and include processes for Change Management, Incident Management; Problem Management	Chris Powell	05/10/2009	31/08/2011

Responsible Officer: Chris Powell

Review Note:

High and Medium Risks with Control Action

Risk: Security of information is compromised Failure to safeguard and protect critical data or IT systems with the risk that it could be permanently lost, damaged, misused or stolen.

Pure Status: Medium (8)	Pure Risk Impact: Major	Pure Risk Likelihood: Unlikely
Residual Status: Medium (9)	Residual Risk Impact: Serious	Residual Risk Likelihood: Likely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Change Management	ITIL and Prince 2 change management, risk management is applied to change ensuring data is safe before changes carried out.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	CoCo Compliance	Compliance with government Code of Connection for system security, access and use of government IT systems and overall information security.	Paul Bacon	05/10/2009	31/08/2011
Working and Effective	Employee and member awareness of Information Security risks	The greatest risk to information Security is well known to be user access. Training and communication for users is carried out regularly to ensure constant awareness.	Chris Powell	01/08/2011	31/08/2011
Working and Effective	Information Security Policy	Information Security Policy and additional processes based upon ISO 27001 standards and processes are written and approved and in use.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	Resources organised to focus on Information Security	Mitigating risks associated with Information Security is lead by the Design and Compliance Team in ICT.	Chris Powell	01/08/2011	31/08/2011
Working and Effective	System Design	IT Systems designed and working for robust data back up and recovery.	Paul Bacon	05/10/2009	31/08/2011

Responsible Officer: Chris Powell

Review Note:

High and Medium Risks with Control Action

Risk: ICT is not suitable for corporate needs Failure to ensure ICT investment in applications and hardware meets the computer and communications needs of users, both internal and external

Pure Status: Medium (9) **Pure Risk Impact: Serious** **Pure Risk Likelihood: Likely**

Residual Status: Medium (6) **Residual Risk Impact: Significant** **Residual Risk Likelihood: Likely**

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	ICT Programme Board	ICT Programme Board operates to agree and monitor ICT projects, security and overall performance of ICT projects.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	ICT resources	Budget setting process prioritises ICT spend according to Corporate priorities	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	ICT Service Level Agreement (SLA)	Service Level Agreement in place between ICT and the business units to agree service delivery and performance.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	ICT Strategy	ICT Strategy created and reviewed in line with the reviews of Corporate Strategy to ensure that the aims of ICT are aligned.	Chris Powell	05/10/2009	31/08/2011
Working and Effective	Service Plans	ICT Services plans aligned with Business Service plans and Corporate Strategy through the Service Planning process.	Chris Powell	05/10/2009	31/08/2011
Working and Effective	Systems meet business user requirements	Design and procurement processes, based around Prince2 methodology, are in place to help develop, agree and implement systems to meet business user requirements and security considerations.	Chris Powell	05/10/2009	31/08/2011

Responsible Officer: Chris Powell

Review Note:

High and Medium Risks with Control Action

Risk: Failure to meet a specific legal or ethical obligation upon EDDC The Council fails to meet a specific legal or ethical obligation which causes serious disadvantage to residents, visitors or local businesses and leaves the Council liable to action.

Pure Status: Medium (9) **Pure Risk Impact: Serious** **Pure Risk Likelihood: Likely**

Residual Status: Medium (6) **Residual Risk Impact: Significant** **Residual Risk Likelihood: Likely**

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Champion roles for key issues	Members officers or committee arrangements are made for certain areas. eg Community Safety is covered by a specific officer, a Member Champion, a named committee, and a community safety partnership	Rachel Pocock	07/10/2009	31/08/2011
Working and Effective	committee template review of decision implications	A check screen behind committee template forces a review of decision	Diana Vernon	07/10/2009	31/08/2011
in Planning / Progress	CPD - Continuous Professional Development	Heads of Service identify key areas for improved Officer knowledge and practice	Karen Jenkins	07/10/2009	31/08/2011
Completed	Legal services scrutiny of all committee reports	Procedures are in place to ensure the Legal Services scrutinize all committee reports for legal implications.	Rachel Pocock	07/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note: While occasional failure to meet duties is likely to happen in any statutory body due to error or oversight or change in court precedents, it is not thought there is evidence of a systemic problem at EDDC. However, the impact of reduction in management resources due to restructuring in 2011 should be monitored via SMT.

High and Medium Risks with Control Action

Risk: Failure to adequately anticipate or respond to a major health or environmental incident Council inadequately plans for, or implements, action to tackle a major incident or emergency affecting a part of the district (chemical, biological, radioactive or other physically injurious event; natural or man-made, deliberate or accidental; natural events may include extremes of weather, flooding, coastal erosion and disease)

Pure Status: High (12)	Pure Risk Impact: Major	Pure Risk Likelihood: Likely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
in Planning / Progress	Effective liaison, contact and communication arrangements	Links to other necessary agencies, and officers, even out of hours	Andrew Hancock	07/10/2009	31/08/2011
in Planning / Progress	Effective local plan for emergencies	The Emergency Planning Officer has drawn up emergency plans for key Council personnel.	Andrew Hancock	07/10/2009	31/08/2011
Working and Effective	Effective means of securing resources/equipment and implementing plan	During normal working hours and out of hours	Andrew Hancock	07/10/2009	31/08/2011
in Planning / Progress	Test and review of Emergency Plan	Ensure a regular and planned test and review of the Emergency Plan to ensure it is operable, effective, streamlined and up-to-date.	Andrew Hancock	07/10/2009	31/08/2011

Responsible Officer: Simon Smale

Review Note: When tested our emergency response has worked well (OSM 2008, Napoli 2007) and we do have a current emergency plan. However it has been recognised that the current plan needs simplifying and updating so our response is as good as it can be.

Since early 2011 we have been sharing South Somerset's Civil Contingencies Manager (Following the redundancy of a StreetScene Technical Officer). This has allowed us to access South Somersets best practice in respect of emergency response. The Civil Contingencies Manager is currently reviewing our Corporate Emergency Plan, following this review the plan will be improved and therefore assist in mitigating this risk.

High and Medium Risks with Control Action

Risk: Failure of members to observe their Code of Conduct Failure of Members to understand their Code of Conduct. The Code is a key to good behaviour, good decision making and preserves the reputation of the Council with the public and partners

Pure Status: High (12)

Pure Risk Impact: Serious

Pure Risk Likelihood: Very Likely

Residual Status: Medium (6)

Residual Risk Impact: Serious

Residual Risk Likelihood: Unlikely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Code of Conduct	Members sign-up to abide by the Code of Conduct. The Code is regularly updated in line with government directives.	Denise Lyon	09/10/2009	31/08/2011
Working and Effective	Regular Training	Regular training on the Code of Conduct and related topics for district and parish councillors.	Denise Lyon	09/10/2009	31/08/2011
Working and Effective	Standards Committee consideration of Code complaints and training	Standards Committee consideration of Code complaints and future training requirements of district and parish members.	Denise Lyon	09/10/2009	31/08/2011

Responsible Officer: Denise Lyon

Review Note:

High and Medium Risks with Control Action

Risk: Change to Economic and Political Climate The recession and national policies to tackle the budget deficit will have implications for all councils. The Council will have to make difficult decisions in order to set a balanced budget. There are also wider proposals around the Housing Revenue Account, the handling of Housing Benefits and the provision of new homes which we need to be prepared to manage.

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Strategic Risks

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Council Leaders and Chief Executives meet regularly	Regular dialogue between Council Leaders and Chief Executives of all Councils affected to agree strategy for moving forward.	Denise Lyon	12/10/2009	31/08/2011
Working and Effective	Service Delivery and Performance Committee	Service delivery and performance Committee scrutinises all measures reports and service plan/projects	Denise Lyon	12/10/2009	31/08/2011
in Planning / Progress	Shared Services	To continue to look for opportunities to share services with other authorities in order to reduce costs	Denise Lyon	01/12/2010	31/08/2011
Working and Effective	Systems Thinking	Systems thinking measures in place to keep management attention on operations and how we are improving	Denise Lyon	12/10/2009	31/08/2011

Responsible Officer: Simon Davey

Review Note:

High and Medium Risks with Control Action

Risk: Fraud, theft and/or irregularity of financial resources The risk of fraud, theft and or irregularity of the Council's financial resources and the opportunities to disguise and cover up the fraudulent act.

Pure Status: High (12) Pure Risk Impact: Serious Pure Risk Likelihood: Very Likely

Residual Status: Medium (8) Residual Risk Impact: Major Residual Risk Likelihood: Unlikely

Service: Audit

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Adequate Financial Controls	The Council has in place adequate financial controls including regular reconciliations, segregation of duties, delegated authorities and spending limits.	Simon Davey	08/10/2009	30/09/2011
Working and Effective	Appropriate policies, strategies and fraud response plans	The Council has adequate policies, strategies, and fraud response plans including Anti-Fraud & Corruption Policy and Whistle Blowing Policy. Anti-Fraud Leaflets available in Council offices.	Simon Davey	08/10/2009	30/09/2011
Working and Effective	Audit professionals completing a wide-ranging audit plan	The Council has a wide-ranging audit plan covering all the Council's activities, including Anti-Fraud testing. The plan covers all levels of risk, including medium and lower risks and includes spot checks on transactions and controls in place. Analytical reviews are undertaken of payments to identify any possible fraudulent activities	Simon Davey	08/10/2009	30/09/2011
Working and Effective	Budgetary Control	income received and/or monies paid are assigned to budget heads. Budgets are monitored by managers and accountants and each budget will deliver a specific purpose. Material expenditure not in accordordance with the purpose the budget is held will be identified and income not received will also be identified.	Simon Davey	08/10/2009	30/09/2011
No Data available	Created in Error		Libby Jarrett	14/01/2010	30/09/2011
Working and Effective	Dedicated 'Fraudline'	Dedicated 'Fraudline' which is publicised in council leaflets, magazines and on the website.	Simon Davey	08/10/2009	30/09/2011
Working and Effective	Participation in the NFI	The Council participates in the NFI and has a dedicated officer to co-ordinate the Council's responses and report on progress to the Audit & Governance Committee.	Simon Davey	08/10/2009	30/09/2011
Working and Effective	Segregation of Duties	Segregation of Duties divides responsibilities between individuals and enforces internal check. Ie, one person verifies the work of another.	Simon Davey	20/01/2010	30/09/2011

Responsible Officer: Simon Davey

Review Note:

High and Medium Risks with Control Action

Risk: Lack of budget to adequately maintain Council Property Lack of budget to adequately maintain Council Property					
Pure Status: Medium (6)		Pure Risk Impact: Significant		Pure Risk Likelihood: Likely	
Residual Status: Medium (6)		Residual Risk Impact: Significant		Residual Risk Likelihood: Likely	
Service: Econ Dev					
Control Action records					
Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Completed	Asset Management Forum oversees asset issues.		Brian Kohl	08/09/2010	31/08/2011
Completed	Asset Management Plan in place.		Brian Kohl	08/09/2010	31/08/2011
in Planning / Progress	Increase available budget for planned maintenance works	Budget submission to be made in October 2011 for implementation in 2012/13	Brian Kohl	20/09/2011	
in Planning / Progress	Increase available budget for reactive maintenance works	Budget submission to be made in October 2011 for implementation in 2012/13	Brian Kohl	01/08/2011	31/08/2011
in Planning / Progress	Review of assets for disposal		Brian Kohl	31/08/2011	31/08/2011
in Planning / Progress	Staff resources recruited to create comprehensive asset register.		Brian Kohl	08/09/2010	31/08/2011
Responsible Officer: Brian Kohl					
Review Note:					

High and Medium Risks with Control Action

Risk: Failure to manage Health and Safety responsibilities effectively Failure of effective management of the Council's health and safety responsibilities may result in serious injury to employees or public and/or risk of litigation

Pure Status: High (16) Pure Risk Impact: Major Pure Risk Likelihood: Very Likely

Residual Status: Medium (6) Residual Risk Impact: Serious Residual Risk Likelihood: Unlikely

Service: Env Health

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Appropriate policies	Ensure appropriate HS policies are in place	Simon Smale	01/10/2009	31/08/2011
Working and Effective	Appropriate safety advice/monitoring	Fully trained health and safety adviser employed to advise on HS management and monitor effectiveness	Simon Smale	01/10/2009	31/08/2011
Working and Effective	Continuous professional development in legal responsibilities	Service based training and discussion of legal duties and safety impacts	Simon Smale	07/10/2009	31/08/2011
Working and Effective	Risk management	Appropriate risk assessments carried out by all managers and reviewed by the joint Health and Safety Committee.	Simon Smale	01/10/2009	31/08/2011
Working and Effective	Safeguarding Children Policy	Adherence to the Safeguarding Children Policy	Simon Smale	27/10/2009	31/08/2011
Working and Effective	Safety Review by Health and Safety Officer and/or Service Reps	An annual review of the working environment is carried out by the Health and Safety officer together with an annual review of Health & Safety risks by the Health Safety Officer	Simon Smale	07/10/2009	31/08/2011

Responsible Officer: Simon Smale

Review Note:

High and Medium Risks with Control Action

Risk: Failure to collect all income due to the Council Failure to calculate, record, bill and collect sums due to the council from taxpayers, businesses and other sundry debtors

Pure Status: High (12) **Pure Risk Impact: Serious** **Pure Risk Likelihood: Very Likely**

Residual Status: Medium (6) **Residual Risk Impact: Serious** **Residual Risk Likelihood: Unlikely**

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Ensure debts due are promptly collected	Each system covering debt recovery will raise a bill to the correct individual or business and have a systems in place to take recovery action as appropriate for non payment.	Simon Davey	02/10/2009	31/08/2011
Working and Effective	Ensure debts due are properly recorded	The council has systems in place to record the different areas of debt; Council Tax, Business Rates, Council House Rents, Car Park Fines and Sundry Debtors. Each of these systems will have controls	Simon Davey	02/10/2009	31/08/2011
Working and Effective	Ensure that any write offs or credits are correctly applied	Systems and controls are in place to ensure the write off of debt or credits applied to bills are correct and authorised appropriately.	Simon Davey	02/10/2009	31/08/2011
Working and Effective	performance monitoring	individual and collective performance be monitored, discussed at officer performance review meetings with overall performance being reported to members.	Simon Davey	30/10/2009	31/08/2011
Working and Effective	retention of records	records relevant to the calculation and recovery sums due be retained in accordance with the retention of documents policy	Simon Davey	30/10/2009	31/08/2011
Working and Effective	segregation of duties	Segregation of duties aims to prevent fraud and error by dividing tasks and associated privileges for a process between staff. In small teams (eg NNDR and Council) it is recognised that this objective	Simon Davey	08/02/2010	31/08/2011
Working and Effective	Skilled workforce	staff trained in the use of ICT systems and paper/manual processes and supported by procedure notes where appropriate	Simon Davey	30/10/2009	31/08/2011

Responsible Officer: Glenn Foord

Review Note: All systems & procedures working & effective. Collection rates in line with objectives set.

High and Medium Risks with Control Action

Risk: Management of investments Security of the Council's surplus cash resources, with the preservation of the capital sum, is of paramount importance. The objective of is to optimise investment returns commensurate with the containment of risk

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Investments made - CHAPs Payments	Any investments made direct by council staff are approved by a senior officer, any associated investment is authorised through an electronic control process (password and security code) to release funds	Simon Davey	05/10/2009	31/08/2011
Working and Effective	Lending lists and investment limits	The Strategy includes detailed procedures including authorised lending institutions and investment limits. These steps are designed to limit the council's exposure in the event of an institution failing.	Simon Davey	05/10/2009	31/08/2011
Working and Effective	Reconciliation, monitoring and performance reporting	supporting documents detailing investments made and repaid to be reconciled with the main accounting system and together with the portfolio managers report investment performance is to be monitored and	Simon Davey	29/10/2009	31/08/2011
Working and Effective	Retention of records	Records relating to the purchase/sale of investments together with portfolio performance reports from the Council's Fund Manager to be retained in accordance with the retention and disposal of documents	Simon Davey	29/10/2009	31/08/2011
Working and Effective	Treasury Management Strategy and associated procedures	The Council has an up to date Strategy with detailed associated procedures which are followed	Simon Davey	02/10/2009	31/08/2011

Responsible Officer: Laurelie Gifford

Review Note: Review underway to ensure investments being maximised: Other external investment providers being evaluated.

High and Medium Risks with Control Action

Risk: Business sustainability of LED Failure of LED through budget, legal, or reputational issues

Pure Status: Medium (6)

Pure Risk Impact: Serious

Pure Risk Likelihood: Unlikely

Residual Status: Medium (6)

Residual Risk Impact: Serious

Residual Risk Likelihood: Unlikely

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Ad hoc audit of LED data and budgets	Ad hoc audit of LED data and budgets	Mark Williams	14/10/2009	30/09/2011
Working and Effective	Annual committee scrutiny	annual budget and operational report to Copuncil committee	Mark Williams	14/10/2009	30/09/2011
Working and Effective	Member reps on LED Board	early information of risks	Mark Williams	14/10/2009	30/09/2011
Working and Effective	Quarterly monitoring of SLA	monitoring all the sla reports	Mark Williams	14/10/2009	30/09/2011

Responsible Officer: Simon Davey

Review Note:

High and Medium Risks with Control Action

Risk: Reduction in Housing Benefit subsidy to avoid reduction in the level of housing benefit subsidy received as a result of high level of 'local authority error', the incorrect calculation of amounts due

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	level of subsidy due monitored	the level of subsidy due monitored on a regular basis	Libby Jarrett	30/10/2009	30/09/2011
Working and Effective	sample testing	on a regular and routine basis a sample of processed claims are accuracy checked	Libby Jarrett	30/10/2009	30/09/2011
Working and Effective	Staff development	staff are fully trained on the implications of incorrect calculation of benefit	Libby Jarrett	30/10/2009	30/09/2011

Responsible Officer: Libby Jarrett

Review Note:

Risk: Housing Benefit take up To help alleviate hardship the availability of housing benefit by promoted through take up campaigns

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	use of data	using published and locally sourced data identify possible mismatches in areas/wards of low income levels low benefit take up	Libby Jarrett	30/10/2009	30/09/2011
Working and Effective	working with others	to work with other agencies to identify target audiences and the delivery of take up campaigns	Libby Jarrett	30/10/2009	30/09/2011

Responsible Officer: Libby Jarrett

Review Note:

High and Medium Risks with Control Action

Risk: Council tax and NNDR collection rates council does not achieve the anticipated/predicted collection rate due to difficulties of payers paying due to economic climate and other external factors

Pure Status: High (12) Pure Risk Impact: Major Pure Risk Likelihood: Likely

Residual Status: Medium (6) Residual Risk Impact: Serious Residual Risk Likelihood: Unlikely

Service: Finance

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	collection routines	the effectiveness of differing collection routines be kept under review with resources to be used in the most efficient manner	Libby Jarrett	30/10/2009	31/08/2011
Working and Effective	regular monitoring and reporting	performance in collecting council tax/nnDR be monitored, measured against a recovery rate profile and routinely reported to the Executive Board	Libby Jarrett	30/10/2009	31/08/2011
Working and Effective	staff performance	staff to be appraised of their performance in accordance with the performance review regime	Libby Jarrett	30/10/2009	31/08/2011

Responsible Officer: Libby Jarrett

Review Note:

Risk: Fraud re housing grants Without appropriate controls on approving grants and monitoring budgets there is risk of fraud and to the Councils finances

Pure Status: High (12) Pure Risk Impact: Serious Pure Risk Likelihood: Very Likely

Residual Status: Medium (6) Residual Risk Impact: Serious Residual Risk Likelihood: Unlikely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Capital expenditure monitoring	Capital expenditure monitoring is carried out through the capital expenditure monitoring group	Meryl Spencer	01/10/2009	31/08/2011
Working and Effective	Monitoring of grant approvals	Procedures for approving individual grants in place to identify fraud and errors	Meryl Spencer	01/10/2009	31/08/2011

Responsible Officer: Meryl Spencer

Review Note:

High and Medium Risks with Control Action

Risk: Loss of Supporting People contracts and income Loss of Supporting People contracts would mean a significant loss of income that part pays for the housing related support service received by our tenants in sheltered housing.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (9)	Residual Risk Impact: Serious	Residual Risk Likelihood: Likely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Compliance with contract conditions	Ensure that managers and staff are aware of the terms of the contract and actions required such as the returns and data we need to provide, and that these are provided on time.	John Golding	02/10/2009	31/08/2011
in Planning / Progress	District Work Model	100% mobile support service offered by April 2010 to comply with Supporting People Contract expectations with district offices being available for all staff to be located.	John Golding	28/10/2009	31/08/2011
Working and Effective	Older People Strategy	Ensure that we are making changes to our service consistent with the Supporting Older People Strategy.	John Golding	02/10/2009	31/08/2011
Working and Effective	Quality Assessment	Ensure that we are meeting the Quality Assessment Framework requirements and undertaking the necessary Support Plans and Risk Assessments for each client.	John Golding	28/10/2009	31/08/2011
Working and Effective	Supporting People Quality Assessment Framework	The last 'core objective' to be achieved for compliance with the Framework of Support needs identified at application point of contact for all new sheltered housing tenants.	John Golding	28/10/2009	31/08/2011

Responsible Officer: Sue Bewes

Review Note:

High and Medium Risks with Control Action

Risk: Failure of Responsive Repairs contractor Failure of performance under the Partnering Agreement by one of our responsive repair contractors leading to an inability to perform day to day repairs to tenants homes.

Pure Status: High (12)

Pure Risk Impact: Serious

Pure Risk Likelihood: Very Likely

Residual Status: Medium (9)

Residual Risk Impact: Serious

Residual Risk Likelihood: Likely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Ability to transfer work between contractors	Any difficulty with contractors can be resolved by utilising the other partner.	John Golding	02/11/2009	31/08/2011
Working and Effective	Contract conditions	Adherence to the contract conditions and close liaison with contractors.	John Golding	02/10/2009	31/08/2011
Working and Effective	Contract performance monitoring	Regular and comprehensive contract monitoring and use of satisfaction surveys. Tenants involved in contract monitoring.	John Golding	02/10/2009	31/08/2011
in Planning / Progress	Re-tendering of contract to select two contractors	Market testing to ensure that we select companies with strong financial capacity and robust business plans.	John Golding	15/09/2011	

Responsible Officer: John Golding

Review Note:

High and Medium Risks with Control Action

Risk: New-Build Council Homes The risks associated with being a developer of council homes, especially with regards potential abortive costs, cost overruns, failure to obtain planning permission and loss of HCA grant.

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (9)	Residual Risk Impact: Serious	Residual Risk Likelihood: Likely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Development expertise	Ensure that we have the necessary development expertise through the appointment of external consultants and we engage appropriate internal advice on planning, legal, and property matters.	John Golding	02/10/2009	31/08/2011
Working and Effective	Homes and Community Agency (HCA) bids and grants	Ensure that we can comply with all the bidding requirements set by the HCA as part of the Investment Management System.	John Golding	02/10/2009	31/08/2011
Working and Effective	Joining Partnership South West development consortium	Can call on development expertise of experienced housing association developers.	John Golding	15/09/2011	
Working and Effective	Robust development proposals	Ensure that building proposals have been carefully assessed and realistic prior to bids for HCA grant, planning permission, tender etc.	John Golding	02/10/2009	31/08/2011

Responsible Officer: John Golding

Review Note:

High and Medium Risks with Control Action

Risk: A major homelessness incident Major homeless incident caused through fire, flood or some other major incident that stretches our resources and ability to house a large number of homeless households at one time.

Pure Status: Medium (8)	Pure Risk Impact: Major	Pure Risk Likelihood: Unlikely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Devon County Council	There is a relationship between East Devon District Council and the County when dealing with an emergency (their Emergency Planning Team), take over responsibility.	Simon Smale	02/11/2009	31/08/2011
Working and Effective	Emergency and Rest Centre Plan	Follow the guidance provided in the Emergency Plan and plan for establishing a Rest Centre during a major incident.	John Golding	02/10/2009	31/08/2011
Working and Effective	Out of hours contact	Ensure that Home Safeguard have the necessary contact details for emergencies that occur outside normal office hours and that key staff are contactable.	John Golding	02/10/2009	31/08/2011
Working and Effective	Training for an emergency	Ensure staff likely to be called are familiar with what is expected of them during a major emergency.	John Golding	02/10/2009	31/08/2011

Responsible Officer: John Golding

Review Note:

High and Medium Risks with Control Action

Risk: Safeguarding Children Failure to notify the responsible authority when staff suspect a child is at risk.

Pure Status: High (12)

Pure Risk Impact: Major

Pure Risk Likelihood: Likely

Residual Status: Medium (9)

Residual Risk Impact: Serious

Residual Risk Likelihood: Likely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Not Effective	Email reminder from Corporate Director	Following the audit review of the Council's arrangements for safeguarding children the Corporate Director has sent global email reminding staff to be vigilant.	John Golding	02/11/2009	31/08/2011
Working and Effective	Liaison with the Children's Trust	Close liaison and joint working with the Children's Trust and Social Services to ensure that we are up to date with developments in child protection.	John Golding	02/10/2009	31/08/2011
Working and Effective	Safeguarding Children Policy	Ensure that all staff are aware of the policy and their responsibility to report suspicions of the need for child protection.	John Golding	02/10/2009	31/08/2011
Completed	Staff training	DVD training available	John Golding	02/11/2009	31/08/2011

Responsible Officer: John Golding

Review Note:

High and Medium Risks with Control Action

Risk: Failure to achieve Housing Strategy targets Housing Strategy not being 'fit for purpose' and/or targets and actions contained within the action plan are not delivered, damaging our reputation and the housing opportunities for residents.

Pure Status: High (12)	Pure Risk Impact: Major	Pure Risk Likelihood: Likely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Assign actions to lead managers	Individual managers are responsible for reporting progress on key actions.	John Golding	02/10/2009	31/08/2011
Working and Effective	Monitoring performance	Clear monitoring regime in place for monitoring compliance with the actions within the timescales and milestones stated in the Housing Strategy.	John Golding	02/10/2009	31/08/2011
Working and Effective	SPAR.net monitoring	Individual managers assigned responsibility for reporting on progress in respect of key actions.	John Golding	02/10/2009	31/08/2011

Responsible Officer: Dennis Boobier

Review Note: Regular review of actions through SPAR and reporting to HRB on Housing Strategy. Currently undertaking a review of the strategy with a view to publish a new Housing Strategy by April 2012. Actions regularly monitored by Managers and Housing Management team

High and Medium Risks with Control Action

Risk: Failure to provide accurate or helpful housing/homelessness advice Erroneous or incorrect housing advice given which could result in a tenant or owners losing their home and/or the Council failing to fulfill its legal duties. This could result in adverse publicity and/or legal action, or an Ombudsman complaint upheld against us.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Procedures	Ensure that clear procedures and good practice advice is available and accessible by staff working in the field.	John Golding	05/10/2009	31/08/2011
Working and Effective	Scrutinise decisions	Managers to regularly scrutinise decisions made by staff and sample check advice being provided.	John Golding	05/10/2009	31/08/2011
Working and Effective	Staff supervision	Ensure that staff are properly supervised and can call on a manager for advice and support.	John Golding	05/10/2009	31/08/2011
Working and Effective	Staff training	Ensure that housing staff who give advice undergo comprehensive training on the legal framework they are operating within, case alw and housing options.	John Golding	05/10/2009	31/08/2011

Responsible Officer: Dennis Boobier

Review Note: Continuous staff training. Regular discussion of cases at team meetings. Staff encouraged to consult and brief colleagues on cases to maintain knowledge and understanding of homelessness issues. Reviews of decision carried by Housing Options Manager and Housing Needs and Strategy Manager.

High and Medium Risks with Control Action

Risk: Failure to protect against tenancy fraud Failure to protect the council and its existing and prospective tenants against tenancy fraud, which may be the granting of a property to an inappropriate person or where a tenant illegally sublets.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Housing

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Occupancy checks on tenants in temporary and general accommodation	Periodic and targeted occupancy checks undertaken to determine the appropriate occupier is residing in the property.	Dennis Boobier	13/10/2009	31/08/2011
Working and Effective	Social housing fraud initiative	Subscribing to the national fraud prevention initiative and following Audit Commission advice.	Dennis Boobier	13/10/2009	31/08/2011
in Planning / Progress	Tenancy Fraud Strategy	Strategy agreed by the Housing Review Board to be implemented.	Dennis Boobier	04/05/2011	31/08/2011
Working and Effective	Tenancy 'sign up' checks	Undertaking a series of checks on identity and circumstances at tenancy 'sign up' to ensure the tenancy is being grant to an appropriate person.	Dennis Boobier	13/10/2009	31/08/2011

Responsible Officer: Sue Bewes

Review Note:

High and Medium Risks with Control Action

Risk: ICT services and capacity is insufficient to meet corporate needs. ICT services and capacity is insufficient to meet corporate needs.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Information Technology

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Change capability	ICT Programme Board identifies, approves and monitors change projects conducted using ICT resources and determines priority and capacity.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	ICT SLA	ICT Service level Agreement with services and discussion held regularly to ensure services are as required by the business.	Chris Powell	05/10/2009	31/08/2011
in Planning / Progress	IT user skills insufficient to take advantage of investment in IT.	The outcome of IT training and awareness sessions are measured using on-line tests to gain an indication of overall skills levels across the Council.	Chris Powell	05/10/2009	31/08/2011
Completed	Skills of ICT resources	Skills and responsibility matrices are operate to identify what skills are required to maintain the ICT capability.	Chris Powell	05/10/2009	31/08/2011
Working and Effective	Third party systems not delivering effectively	Regular Application Management Team (AMT) reviews help ensure that the application continues to deliver the needs of the Council.	Chris Powell	05/10/2009	31/08/2011
Working and Effective	Voice and data capacity	Use of the voice and data lines is monitored using various systems with reports and issues investigated through the IMPACT process	Chris Powell	05/10/2009	31/08/2011

Responsible Officer: Chris Powell

Review Note: There is always more work requested of an IT department than there is capacity to achieve within the customers expectations. The business must be able to prioritise the urgent and important work in order to manage the most important items. Also, there must be a method of

High and Medium Risks with Control Action

Risk: ICT Change Management Upgrades and improvements to IT systems are constantly required. With any change there is an inherent risk of disruption and error and so processes need to be in place to mitigate for this.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Information Technology

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	ITIL-based change management for the live ICT environment	A formal change management process is run by the D&C team focused on minimising disruption to computer users and the live ICT environment.	Paul Bacon	16/10/2009	31/08/2011
Working and Effective	PRINCE2-based project management	Formal project processes are run that are based around PRINCE2 to help ensure that business changes involving IT systems are implemented successfully.	steve gammon	16/10/2009	31/08/2011

Responsible Officer: Chris Powell

Review Note: The ICT change processes have continually developed over the last three years and are having a very good effect.

High and Medium Risks with Control Action

Risk: Failure to develop, support and train elected and co-opted councillors Members fail to carry out their representative, executive or regulatory functions effectively with the potential for legal challenge, financial and reputational loss.

Pure Status: Medium (8)	Pure Risk Impact: Significant	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Legal, Licensing and Democratic Services

Control Action records					
Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Completed	Comprehensive Member Welcome (Induction) programme following elections	Implemented 4 yearly and as necessary where there are by-elections	Diana Vernon	29/10/2009	31/08/2011
in Planning / Progress	Councillors cannot service on regulatory committees without the relevant training	We have in place Local Performance Indicator L64 monitors % of councillors trained and the reason why less than 100% councillors have attended.	Diana Vernon	29/10/2009	31/08/2011
Working and Effective	Identifying training and development opportunities for all councillors	Record kept within democratic services; courses booked in consultation with Portfolio holder (Resources)	Diana Vernon	29/10/2009	31/08/2011
in Planning / Progress	Members' page on website	A secure area which provides links to training and development, resources from improvemnet sites such as IDEA and Ashridge management education	Diana Vernon	29/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note:

Risk: Missed court or tribunal deadlines Missed court or tribunal deadlines resulting in court directions, deadlines or dates are overlooked.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Legal, Licensing and Democratic Services

Control Action records					
Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
in Planning / Progress	Monitoring of court communication and supply of instructions from clients	Use of Outlook and hard copy and electronic file records being kept up to date; effective liaison with clients	Andrew Seddon	29/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note: A case management system [which the service has been seeking for the last five years] should provide modern record management

High and Medium Risks with Control Action

Risk: Failure to best protect the council's legal interests in litigation and/or non contentious work Failure to advise on appropriate tactics and/or possible outcomes.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (9)	Residual Risk Impact: Serious	Residual Risk Likelihood: Likely

Service: Legal, Licensing and Democratic Services

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	In house legal skills kept up to date	Training and development	Andrew Seddon	29/10/2009	31/08/2011
Not Effective	Sufficient legal staff (in house and/or consultants) available to meet needs	Budgetary and service planing processes; agreement by Chief Executive	Rachel Pocock	29/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note: Current heavy workload and insufficient legal resources mean lower priority legal tasks may be delayed and that the response on higher priority work may be delayed

Risk: Failure to support ethical governance and standards within the council and parish councils The risk of councillor Code of Conduct breaches and complaints to the Monitoring Officer will rise if she and her staff are not sufficiently proactive and/or adequately resourced in line with statutory requirements and duties.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Legal, Licensing and Democratic Services

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Budgets	The Council has a statutory duty to ensure the Monitoring Officer is given the necessary resources to carry out her duties	Denise Lyon	29/10/2009	31/08/2011
Completed	Monitoring Officer and staff to offer appropriate training and development	Publicise resource materials available from Standards for England and other sources; run an update course annually	Rachel Pocock	29/10/2009	31/08/2011
Working and Effective	Standards Committee fulfilling its statutory and voluntary functions	Standards Committee deals with councillor Code of Conduct complaints and promotes ethical standards within the authority.	Denise Lyon	29/10/2009	31/08/2011

Responsible Officer: Rachel Pocock

Review Note:

High and Medium Risks with Control Action

Risk: Failure to engage staff in organisational change Uncertainty of local government structure and/or plans for internal change within the authority not managed well with authority.

Pure Status: Medium (9) Pure Risk Impact: **Serious** Pure Risk Likelihood: **Likely**

Residual Status: Medium (6) Residual Risk Impact: **Significant** Residual Risk Likelihood: **Likely**

Service: Legal, Licensing and Democratic Services

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Regular communication with staff: whole service; teams; managers; 121s for all staff	Written records kept; monthly team bulletin; Knowledge; internal team communications	Rachel Pocock	02/03/2010	31/08/2011
Completed	Respond to issues raised in Happy, Healthy, Here audit		Rachel Pocock	02/03/2010	31/08/2011

Responsible Officer: Rachel Pocock

Review Note:

High and Medium Risks with Control Action

Risk: Absence management Loss of productivity and adverse impact on colleagues and customers through high staff absence.

Pure Status: High (12) **Pure Risk Impact: Serious** **Pure Risk Likelihood: Very Likely**

Residual Status: Medium (9) **Residual Risk Impact: Serious** **Residual Risk Likelihood: Likely**

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Case management and trigger reports	HR team manage their own cases with managers. Trigger reports provide the basis for regular discussions between HR and managers to determine the course of action which we should be taking in each ind	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Happy Healthy Here and well being activity	This activity is aimed at ensuring employee well being by offering Happy Healthy Here opportunities which provide education and advice to staff on health issues. These include keep fit, smoking cessation advice and health checks. STaff pay for any activity which incurs a cost.	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Monthly monitoring of Absence by Executive Board	This is calculated in average days per person using BVPI definition.	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Quarterly reports	If absence exceeds 8 days annually quarterly absence report goes to SMT, Cabinet and to Overview and Scrutiny. This identifies absence levels, trends and action.	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Return to work interviews	Managers are required to undertake return to work interviews to review absence and manage issues going forward.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note: There is always scope for improvement in ensuring that return to work interviews are carried out consistently after all absences. The need to manage absence is time consuming for managers.

High and Medium Risks with Control Action

Risk: Workforce planning and development Planning and development activity to ensure we have the right people, with the right skills at the right time.

Pure Status: Medium (6)	Pure Risk Impact: Significant	Pure Risk Likelihood: Likely
Residual Status: Medium (6)	Residual Risk Impact: Significant	Residual Risk Likelihood: Likely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Monitoring attendance on corporate training which is mandatory	Some courses are deemed to be mandatory or essential for managers and staff. HR will monitor attendance on these courses centrally. This includes generic health and safety courses. Local job specific health and safety training is monitored locally.	Karen Jenkins	01/08/2011	31/08/2011
Working and Effective	Talent management and succession planning processes	Annually we identify with heads of service high potential staff and under performing staff and discuss ways of retaining, motivating and developing high achievers and how to tackle under performance.	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Workforce Planning Annually	During the service planning cycle, heads of service are required to identify staff who are likely to retire; absence and turnover problems; specific resource issues likely and skills needs analysis.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note: Recruitment and retention of key skillsets remains challenging in certain areas.

High and Medium Risks with Control Action

Risk: Compliance with employment legislation Ensuring that employment legislation is complied with in such a way that minimises the Council's risks of successful tribunal challenges, fines for contravening right to work legislation or problems with employee engagement/morale.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (9)	Residual Risk Impact: Serious	Residual Risk Likelihood: Likely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Mandatory Training for staff and managers	Training for managers is provided to ensure that they understand how policies should work in operation. This includes regular updates through Learning Hours, Employment Law news and courses. Mandato	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Professionally qualified team	The team are all qualified with the Institute of Personnel and Development which ensures regular legislative updates and access to employment law information.	Karen Jenkins	15/09/2009	31/08/2011
Working and Effective	Regular review of all employment policy	This review is triggered by review date or by changes in employment legislation.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note:

Risk: Failure to pay the right people, the right salary on time The payroll service pays salaries and administers benefits for EDDC, and two parish councils - Budleigh and Exmouth. Failure to pay people on time and correctly would result in employee morale issues, legal challenges and risks to reputation.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Qualified payroll officers in post	The qualified team are able to ensure pay and benefits are processed accurately. Errors are measured and manuals have been introduced to document key processes.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note:

High and Medium Risks with Control Action

Risk: Failure to meet statutory duties in relation to payroll Failure to comply with statutory duty to submit all documentation relating to tax, national insurance, pensions and end of year documentation.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Qualified team in place	Payroll Services and ICT team work together to ensure these online submissions are submitted to HMRC annually.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note: Regular audits are undertaken by SWAP to ensure our resilience to issues in this area.

Risk: Failure to process information in accordance with FOI and Data Protection legislation Failure to process information requests in accordance with legislation relating to Data Protection and Freedom of Information can lead to financial fines as well as risk to reputation.

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Completed	Corporate Policy relating to Freedom of Information and Data Protection	This policy ensures that FOI requests are processed in accordance with legislation.	Karen Jenkins	15/09/2009	31/08/2011
in Planning / Progress	Training for staff in Freedom of Information and guidance in Data Protection	Key officers have been trained in the operation of the Freedom of Information Policy and guidance has been issued for Data Protection information.	Karen Jenkins	15/09/2009	31/08/2011

Responsible Officer: Kate Symington

Review Note: Freedom of information training is now a mandatory course for managers. We now need to ascertain who still needs to have this training.

High and Medium Risks with Control Action

Risk: Failure to manage the Council's reputation through engagement with the press This risk is associated with the need to communicate effectively externally to promote the Council and safeguard its reputation.

Pure Status: High (12)	Pure Risk Impact: Serious	Pure Risk Likelihood: Very Likely
Residual Status: Medium (6)	Residual Risk Impact: Serious	Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Communciation Officer in post	The Communication Officer ensures good management of external pr and press to help manage the Council's reputation and communicate the services that the Council provides.	Karen Jenkins	18/09/2009	31/08/2011

Responsible Officer: Karen Jenkins

Review Note:

Risk: Failure to ensure community engagement The Council needs to ensure community engagement to deliver our vision of 'outstanding and sustainable quality of life for everyone in East Devon'.

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: Medium (8)	Residual Risk Impact: Major	Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Completed	Community Engagement Policy	This policy outlines how the Council ensures that it involves local persons or their presentatives in routine functions and one off decisions.	Karen Jenkins	18/09/2009	31/08/2011

Responsible Officer: Jamie Buckley

Review Note: The Council undertakes consultation exercises as widely as possible given resources available.

High and Medium Risks with Control Action

Risk: Employee screening Risk exists around incurring fines and employing staff illegally which may put customers and vulnerable people at risk or employing people who do not have the right to work in the UK.

Pure Status: High (12) Pure Risk Impact: Major Pure Risk Likelihood: Likely

Residual Status: Medium (8) Residual Risk Impact: Major Residual Risk Likelihood: Unlikely

Service: Org Dev

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Employee Screening Policy is followed.	This ensures that essential checks are made around name, address, date of birth, national insurance number, employment history, unspent convictions, qualifications, verification of documents for pers	Karen Jenkins	20/01/2010	31/08/2011

Responsible Officer: Karen Jenkins

Review Note:

High and Medium Risks with Control Action

Risk: Failure to ensure required standards of construction and safety within the District. Failure to ensure adequate standards could result in a variety of different scenarios ranging from a loss of public confidence and a down-turn in service provision to the injury or death of a citizen.

Pure Status: High (16) **Pure Risk Impact: Major** **Pure Risk Likelihood: Very Likely**

Residual Status: High (12) **Residual Risk Impact: Major** **Residual Risk Likelihood: Likely**

Service: Planning

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Building Control Manager Post	Building Control Manager post to be filled, which is currently covered by the Principal Building Control Surveyor.	Paul Seager	23/03/2010	31/08/2011
Completed	Charter Mark	Maintain 3 year Charter Mark Action Plan - now named Customer Service Excellence Award. This has been completed and no longer required as Corporate decision not to renew Charter Mark accreditation.	Paul Seager	05/08/2009	31/08/2011
Working and Effective	Dangerous Structures	Maintain formal dangerous structures & demolition 'out of hours' rota and payment for overtime system.	Paul Seager	05/08/2009	31/08/2011
Working and Effective	Dangerous Structures	Policy and Procedure review relating to Dangerous Structures and Enforcement.	Paul Seager	23/03/2010	31/08/2011
Working and Effective	Improve ICT Systems	Maintain, develop and improve ICT systems to facilitate remote working for mobile and ensure business continuity management	Donna Bedwell	05/08/2009	31/08/2011
Working and Effective	Insurance	Ensure adequate insurance (corporate and personal/professional indemnity)	Paul Seager	05/08/2009	31/08/2011
in Planning / Progress	New Technology	As the technology becomes available Building Control need to be equipped appropriately to do their job.	Paul Seager	23/03/2010	31/08/2011
Working and Effective	Quality Management System	Introduce & maintain Quality Management System and registration under BS ISO 9001:2008	Paul Seager	05/08/2009	31/08/2011

Responsible Officer: Paul Seager

Review Note:

High and Medium Risks with Control Action

Risk: Safety of employees on site visits Safety of employees and/or others could be jeopardised by a number of different variables, including working on dangerous construction sites, working in isolated properties and working 'out of hours'.

Pure Status: High (16)	Pure Risk Impact: Major	Pure Risk Likelihood: Very Likely
Residual Status: High (12)	Residual Risk Impact: Major	Residual Risk Likelihood: Likely

Service: Planning

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Adequate Insurance	Ensure adequate insurance cover is maintained for all staff members and members of the public	Paul Seager	05/08/2009	31/08/2011
Working and Effective	End of day call in system in place		Paul Seager	26/08/2011	31/08/2011
Working and Effective	Mobile Communications	Improve mobile communications and ensure management responsibilities are maintained when staff are doing lone working. Management procedures in place for contact with staff who are working out of the	Paul Seager	05/08/2009	31/08/2011
Working and Effective	Regular review of lone workers procedures		Paul Seager	26/08/2011	31/08/2011
Working and Effective	Training	Ensure adequate training is available and taken up. Construction Skills Certification Scheme. (Health & Safety) Training is planned for future.	Paul Seager	05/08/2009	31/08/2011

Responsible Officer: Paul Seager

Review Note:

High and Medium Risks with Control Action

Risk: Loss of building control fee income to "Approved Inspectors" Loss of income due to various circumstances, including the loss of business to the private sector and the impact of 'Approved Inspectors' operating in the area.

Pure Status: High (12)	Pure Risk Impact: Major	Pure Risk Likelihood: Likely
Residual Status: Medium (8)	Residual Risk Impact: Significant	Residual Risk Likelihood: Very Likely

Service: Planning

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Budget Provision	Ensure adequate budget provision and continue to prioritise in work programmes	Paul Seager	05/08/2009	31/08/2011
in Planning / Progress	Customer Liaison	Increase customer interface including surveys, customer liaison panel and road shows. Customer Survey ongoing. Systems Review due to start Autumn 09.	Paul Seager	05/08/2009	31/08/2011
in Planning / Progress	Liaison with Development Management teams to be involved in pre-app system.	Liaison with Development Management teams to be involved in pre-app system.	Paul Seager	26/08/2011	31/08/2011
Working and Effective	Marketing Strategy	Maintain and develop current marketing strategy	Paul Seager	23/03/2010	31/08/2011
Working and Effective	Quality Systems	Improve quality systems (BS 1SO 9001 -2008) and service levels to facilitate full participation in Devon Partnerships	Paul Seager	05/08/2009	31/08/2011
in Planning / Progress	Working brief on staff resources and skill levels.	Working brief on staff resources and skill levels.	Paul Seager	26/08/2011	31/08/2011

Responsible Officer: Paul Seager

Review Note:

High and Medium Risks with Control Action

Risk: Perceived reputation of the service by local community causes preventable demand through complaints Perceived reputation of the service by local community causes preventable demand through complaints.

Pure Status: Medium (6) Pure Risk Impact: Significant Pure Risk Likelihood: Likely

Residual Status: Medium (6) Residual Risk Impact: Significant Residual Risk Likelihood: Likely

Service: Planning

Control Action records

Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
Working and Effective	Formal Complaint System	Formal Complaint System	Ed Freeman	26/08/2011	31/08/2011
in Planning / Progress	Overview & Scrutiny TAFF review of planning system.	Overview & Scrutiny TAFF review of planning system.	Ed Freeman	26/08/2011	31/08/2011
Working and Effective	Performance Management with real time data	Performance Management with real time data	Ed Freeman	26/08/2011	31/08/2011
Not Yet Started	Systems review of conservation service	Systems review of conservation service	Ed Freeman	26/08/2011	31/08/2011
Working and Effective	Team management of cases	Team management of cases	Ed Freeman	26/08/2011	31/08/2011

Responsible Officer: Ed Freeman

Review Note:

High and Medium Risks with Control Action

Risk: Failure to maintain Street Scene Assets Maintain the assets managed by Street Scene to a standard which ensure that they are safe and fit for purpose.					
Pure Status: High (16)		Pure Risk Impact: Major		Pure Risk Likelihood: Very Likely	
Residual Status: Medium (6)		Residual Risk Impact: Significant		Residual Risk Likelihood: Likely	
Service: StreetScene					
Control Action records					
Control Status	Control Action	Info	Responsible Person	Date Identified	Last Review Date
in Planning / Progress	Ascertain ownership	Implement a mechanism to establish which section within Street Scene owns each asset. Current action being undertaken is to investigate DTE data collection and management following the implementation of DTE Play subject to capital investment.	Keith Steel	21/09/2009	31/08/2011
in Planning / Progress	Initiate Survey of Assets to establish their state of repair.	This work is ongoing. Tasks have been prioritised but are dependent upon revenue and capital budget allocation.	Keith Steel	21/09/2009	31/08/2011
in Planning / Progress	Planned and reactive maintenance programmes for Property Assets	Property assets have both planned and reactive maintenance programmes funded through revenue and capital budgets. This work is ongoing.	Brian Kohl	21/09/2009	31/08/2011
in Planning / Progress	Programme of inspection for Car Parks, Play Grounds and Bridges	The DTE computer system is being upgraded with the PLAY module and once this has happened, data from inspections can be captured and retained.	Keith Steel	31/03/2010	31/08/2011
Working and Effective	Programme of inspection for Council-owned trees	Council-owned trees have a programme of inspection where work has been identified to meet public safety requirements. Ongoing	Andrew Hancock	21/09/2009	31/08/2011
in Planning / Progress	Programme of inspection for Memorials and Cemetary Maintenance	Memorials and cemetaries are inspected on a regular basis. If memorials are found to be unstable / in a poor state work is carried out to make them safe. Funded out of current revenue budget. This work was started in 2009 and completed in March 2010. Inspections will start again in 2014/15 when capital funding will be required.	Andrew Hancock	21/09/2009	31/08/2011
in Planning / Progress	Programme of inspection for Structures and infra-structure	Some structures and infra-structure is inspected on a regular basis and have a programme of planned maintenance in place. This needs to be expanded to include all structures and infra-structure. Awaiting implementation of PLAY module on DTE system which could be used to capture information. This is subject to capital funding.	Keith Steel	21/09/2009	31/08/2011
Responsible Officer: Simon Smale					
Review Note:					

Low and no data risks without control information

Annual report for 2011/2012

Arranged by Service

Filtered by Flag: Include: Strategic Risks, Operational Risk

Exclude: Archive

Filtered by Performance Status: Include Risk Status: No Data, Low

Key to Performance Status:

Risks: No Data (0+) High (12+) Medium (6+) Low (1+)

Low and no data risks without control information

Service: Econ Dev

Risks			
Status	Title	Description	Notes
Low (2)	<u>Failure to ensure the cleanliness of public buildings</u>	Maintain the cleanliness of public buildings to an acceptable standard	
No Data (0)	<u>Financial claims against the Council arising from major property deal</u>	Land transactions involving the Council can open up the Council to claims where inappropriate actions/decisions are taken, such as need to obtain best value, public procurement issues, european rules, and CPO implications	
No Data (0)	<u>Delivery of Exmouth and Seaton regeneration projects.</u>	Delivery of Exmouth and Seaton regeneration projects.	
No Data (0)	<u>Absence of an economic strategy for the District</u>	Absence of an economic strategy for the District resulting in a reactive rather than a proactive position. No seat for the district on the Local Enterprise Partnership	
Low (4)	<u>Danger to users of Public Buildings including Legionella and Asbestos</u>	Danger to users of Public Buildings including Legionella and Asbestos	
No Data (0)	<u>Delivery of employment sites in the west end inhibited by viability of projects</u>	Delivery of employment sites in the west end inhibited by viability of projects during economic downturn.	
No Data (0)	<u>Long term financial support for NGP Team. Staff on short term contracts.</u>	Long term financial support for NGP Team. Staff on short term contracts.	
No		Securing up-front funding for major infrastructure in the west end to serve both East Devon	

Low and no data risks without control information

Service: Econ Dev

Risks			
Status	Title	Description	Notes
Data (0)	<u>Securing up-front funding for major infrastructure in the west end</u>	and Exeter's needs.	
No Data (0)	<u>Implications of Equity Share holding in Science Park Company.</u>	Implications of Equity Share holding in Science Park Company.	

Service: Planning

Risks			
Status	Title	Description	Notes
Low (4)	<u>Failure of correct procedures and practices causing challenges to decisions.</u>	Failure of correct procedures and practices causing challenges to decisions.	

Service: Planning Policy

Risks			
Status	Title	Description	Notes
No Data (0)	<u>Failure to Produce Local Plan by end of 2012 could result in development in an unplanned fashion</u>	Failure to Produce Local Plan by end of 2012 could result in development in an unplanned fashion	
No Data (0)	<u>Failure to implement a Community Infrastructure Levy (CIL) charging schedule by 2014</u>	Failure to implement a Community Infrastructure Levy (CIL) charging schedule by 2014 (mandatory start date)	
No Data (0)	<u>Lack of funding and other resources for neighbourhood planning work</u>	Lack of funding and other resources for neighbourhood planning work	

Service: Countryside

Risks			
Status	Title	Description	Notes
Low (2)	<u>Arboricultural professional liability for</u>	The granting of a TPO (Tree Preservation Order) to a tree which is in a dangerous state could result in a landowner mitigating his responsibility by citing the Council. Trees not receiving the attention and	

Low and no data risks without control information

Service: Countryside

Risks			
Status	Title	Description	Notes
	<u>dangerous trees</u>	protection they need and or accident or incident on Council land or Local Nature Reserve.	
Low (2)	<u>Safety of staff using dangerous equipment</u>	Safety of staff using dangerous equipment off-site, on nature reserves and other countryside land.	

Service: Env Health

Risks			
Status	Title	Description	Notes
Low (4)	<u>Failure to carry out public health duties and powers effectively</u>	The functions of the environmental health service center upon protection of public health. Failure to carry out these functions appropriately will expose the Council to risk to reputation, legal and financial risks	
Low (4)	<u>Incorrect decisions on contaminated land</u>	Failure to correctly address areas of contaminated land which could risk the health of residents and expose the Council to litigation and financial claims.	
Low (4)	<u>Failure to carry out Food Safety and Health and Safety enforcement effectively</u>	Failure to carry out an effective enforcement regime could result in injury or ill health to residents and damage the reputation of the Council.	

Service: StreetScene

Risks			
Status	Title	Description	Notes
Low (4)	<u>Failure to maintain a clean and safe environment - fleet, machinery, plant and play equipment</u>	Failure to maintain a clean and safe environment because of a lack of fleet, machinery and/or plant and also failing to maintain play equipment to acceptable safety standards.	Upgrades and replacement of worn out play equipment - our capital replacement programme is currently well funded. This allows us to ensure we have a good standard of play provision in the district, with a rolling renewal of old or outdated play equipment. Any cuts in this area would affect this risk and jeopardise the standard of play in the district. Machinery renewals - similar to play equipment we have a good rolling renewals programme for our grounds and cleansing kit. This means we can continually review what we require, ensuring we have the best kit in terms of safety (Hand arm vibration), efficiency and best value. We have just finished reviewing our equipment needs for next year, saving money where we can and putting off the renewal of any item that is not required. Any cuts to the renewals programme would affect this risk and our ability to effectively do our job.
			62

Low and no data risks without control information

Service: StreetScene

Risks			
Status	Title	Description	Notes
Low (4)	<u>A failure to effectively manage on-street and off-street Civil Parking Enforcement</u>	The Council needs to effectively and efficiently manage its civil parking enforcement (on-street and off-street). If the mechanisms in place to manage this function were to be compromised then fees would decline and the income received would become less. This would exacerbate financial problems.	
Low (4)	<u>Failure to ensure adequate sea defences and flood alleviation schemes</u>	Failure of Council-owned sea defences and flood alleviation schemes resulting in flood damage to property and risk to life and limb. Also, failure to develop newly identified sea defences and flood alleviation schemes due to them not meeting nationally assessed requirements to attract funding.	EDDC have submitted a bid to Defra for their Medium Term (Financial) Plan for a Beach Management Plan (BMP) for Sidmouth. If EDDC bid for future funding for work at Sidmouth, Defra will require a BMP to be in place. If we are successful, in future years we will bid for BMP's for Exmouth, Budleigh, Beer and Seaton.
Low (2)	<u>The continuity of the refuse and recycling service</u>	Failure of the contractors to deliver the service through strike action, company liquidation, legal prohibitions and/or other similar circumstances that render this contractor unable to continue with the contract.	The potential disruption this risk could cause has been significantly alleviated due to the control actions that are in place.

Service: Audit

Risks			
Status	Title	Description	Notes
Low (3)	<u>The provision of an efficient and effective audit and governance service by SWAP</u>	Failure to provide an efficient and effective audit and governance service, with the right mix of professional staff to cope with the wide variety of complex and contentious work contained within the plans of the Service will have an adverse effect on the Council's governance arrangements.	
Low (4)	<u>Fraud, theft and/or irregularity of physical assets</u>	The risk of theft and or irregularity with regards the Council's physical assets, including mis-use of assets, and the opportunities to disquise and cover up the theft and/or irregularity.	

Low and no data risks without control information

Service: Audit

Service: Customer Service

Risks			
Status	Title	Description	Notes
Low (2)	<u>Accuracy and quality of information provided to the public when required</u>	Inability to answer questions at the time or a risk of inaccurate information due to lack of training, refresher training and inadequate supervision. This could arise through illness or system failure (including telephone system), or where new staff have not been properly inducted.	all staff are trained and knowledgeable and know how to answer most requests from their customer. However we are reliant on other service areas communicating with us in order to provide a better service.

Service: Finance

Risks			
Status	Title	Description	Notes
Low (2)	<u>Funding from grants not received</u>	That the Council does not receive grants and contributions to which it is entitled to meet, or help meet, its expenses	
Low (3)	<u>Security of cash in transit</u>	Failure to ensure the security of cash and the physical safety of those who transport it.	
Low (3)	<u>Electronic transfer/payment of monies</u>	Failure to ensure the correct amounts are paid and reach the correct destination.	Automated eProcurement module in Creditors to be rolled out throughout the authority
Low (4)	<u>Failure to set a Council Budget</u>	Failure to set a budget on time which provides the finances to deliver the Council's strategy and services for its customers.	
Low (4)	<u>Failure to monitor budgets</u>	Failure to keep the Council's spending within approved budgets and resources available to it.	
Low (3)	<u>Prudential borrowing</u>	Borrowing by the council is limited to that which is affordable and sustainable	
Low (4)	<u>Delay in processing and administrating Housing Benefit payments</u>	Failure to pay the correct amount to the right person on time.	
Low (4)	<u>Failure to collect all income due of the council - council tax and business rates</u>	Failure to calculate, record, bill and collect sums due to the council from taxpayers and businesses.	
Low (4)	<u>If the Council does not have adequate insurance in place losses incurred could</u>	If the Council does not have adequate insurance in place there is a risk that losses incurred could not be	Insurance cover in place for Personal liability, property and

Low and no data risks without control information

Service: Finance

Risks

Status	Title	Description	Notes
	<u>not be accommodated</u>	accommodated within financial reserves held by the Council.	vehicles

Service: Housing

Risks

Status	Title	Description	Notes
Low (4)	<u>Home Safeguard system failure</u>	An IT failure would result in the Council being unable to receive emergency calls from clients with Home Safeguard alarm equipment installed in their homes. This could result in emergency calls remaining unanswered and the worst case scenario of a death of an elderly or vulnerable client.	The UPS system has recently been replaced and is tested regularly.
Low (4)	<u>Loss of rental income</u>	Significant loss or non collection of rental income will have a major impact on the Housing Revenue Account and our ability to deliver housing services to our tenants.	
Low (4)	<u>Safeguarding adults</u>	A failure to take action when staff suspect a case of abuse of older people having regard to our Safeguarding Older People policy.	
Low (4)	<u>Lone working - Landlord Services</u>	Failure to protect staff who are lone working in the community.	
Low (2)	<u>Maintain a Housing Register</u>	Comply with the legislation and guidance in respect of access to housing through a Housing Register.	Devon Home Choice Policy and Housing Register in place. Applications are assessed and prioritised weekly. Regular reviews of applications are being carried out.
Low (4)	<u>Fraud re Rent Collection</u>	Lack of segregation of officers who create and collect debts gives rise to a potential for fraud.	

Service: Information Technology

Risks

Status	Title	Description	Notes
Low (4)	<u>ICT support capability</u>	Capability to provide user support for incidents and service requests.	

Low and no data risks without control information

Service: Information Technology

Risks			
Status	Title	Description	Notes
Low (4)	<u>IT Systems meet the Council business needs</u>	IT systems must be procured, developed and managed in order to meet the needs of the service units across the council.	

Service: Electoral Services

Risks			
Status	Title	Description	Notes
Low (4)	<u>Incapacitation of all staff for protracted period re Elections</u>	In the event that all election staff were absent for a prolonged period the Council would fail to complete the canvass, fail to publish a revised register and fail to produce accurate data and registers for elections. In the event that the Electoral Services Officer/Manager was absent for a prolonged period it is unlikely that existing staff resources would accept managerial responsibilities.	In the unlikely event of this risk, there is a core of 3 temp staff who regularly help with clerical support duties and have experience of most aspects of the annual cycle. Would need supervision.

Service: Legal, Licensing and Democratic Services

Risks			
Status	Title	Description	Notes
Low (4)	<u>Failure to promote democratic engagement</u>	Not working with towns and parish councils, young people and others to develop participation in and influence upon the development of the Council's democratic and decision-making processes.	
Low (4)	<u>Failure to plan and organise meetings in line with statutory requirements</u>	A risk of missing statutory deadlines through a lack of organisation or effective communication with/by other services.	
Low (4)	<u>Licensing function not functioning effectively</u>	Licensing breaches (for example disturbance to neighbours caused by drinking after hours in public houses, or unlicensed taxis) may cause nuisance and/or health and safety hazards.	
Low (4)	<u>Council officers and/or members fail to take legal advice</u>	Financial, reputational and legal losses may result from illegal and/or unlawful actions.	

Service: Org Dev

Low and no data risks without control information

Service: Org Dev

Risks			
Status	Title	Description	Notes
Low (4)	<u>Failure to manage and monitor organisational performance</u>	Need to ensure that organisational performance is monitored internally using a range of leading and lagging performance measures.	Key Performance indicators and Systems Thinking progress (within frontline services) is monitored on a monthly basis by Cabinet. Performance Indicators, Key Service Objectives and key service issues are monitored on a quarterly basis and reviewed by the Overview and Scrutiny Committee. Risks are now being monitored on a bi-annual basis by the Audit and Governance Committee and Partnerships will be monitored on an annual basis.
Low (4)	<u>Local Government Pension Scheme</u>	Failure to properly administer the pension scheme for the administering authority Devon County Council which could result in failure to meet statutory duties and cause detriment to individuals within the scheme.	Action is being taken to ensure the best of a 3 year period in the last 10 years is calculated for pensionable pay if the employee has a reduction to their salary which is enforced through job evaluation or through redeployment, organisational change.

Service: Strategic Risks

Risks			
Status	Title	Description	Notes
Low (3)	<u>Adequate human resources</u>	The Council fails to plan and maintain resources at a level and skill to meet its key objectives and service requirements	The Council has had to make a series of difficult budget choices which have seen a reduction in resources. Nevertheless, close attention is being paid to work priorities so that the risk is kept to an acceptable level.
Low (4)	<u>Service provision jeopardised through unexpected major loss of income</u>	The Council suffers an unexpected major and irrecoverable loss of income (e.g. loss of government grant/subsidy or lower investment return due to lower interest rates)	
Low (2)	<u>Council services are not delivered where and how customers need them</u>	Services do not consult effectively to ensure service delivery meets customer demand and the expectations of all our communities that we will deliver services in 'live' with the Equality Act 2010.	
No Data (0)	<u>Delivery of the Growth Agenda for</u>	Failure to deliver Cranbrook (intended to provide 6,500 dwellings by 2026) and/or failure to deliver the Council's key strategic employment sites (intended to provide 11,000 jobs by 2026) including Exeter Science	

Low and no data risks without control information

Service: Strategic Risks

Risks

Status	Title	Description	Notes
	<u>the West End of the District</u>	Park, Skypark, road transport infrastructure, expanded Exeter Airport, and the Intermodal Rail Freight Facility, which would mean a failure to deliver the Council's key corporate priority of Thriving Communities	
No Data (0)	<u>Lack of 5 year housing land supply</u>	Council fails to have 5 year supply of housing land, therefore: a) does not build number of houses required by RSS/Structure Plan b) fails to secure funding from the New Homes Bonus c) vulnerable on appeal to housing development in non desirable (in Council's view) locations	
No Data (0)	<u>Regeneration of Exmouth and Seaton</u>	Failure to regenerate the town centre and seafront areas of Exmouth and Seaton by a variety of measures, including the provision of visitor centres	
Low (4)	<u>Non-availability of key operation centre</u>	Through an emergency (fire, flood, equipment breakdown, damage, etc) a key operation centre (or other leased building for which we are responsible) becomes unusable	
No Data (0)	<u>Relocation of the council offices</u>	Failure to relocate would mean the continued high cost of management and maintenance of Knowle Offices. Increasing inefficiency of current accommodation and reducing capacity to deliver improving services, modern working practices and performance improvements. Challenged ability to maintain high quality services and projects in a time of reducing funding and resources.	

Appendix C - Explanations and definitions

Appendix A - Risk report showing high and medium risks with control information

1. Pure Status - this is the risk in its raw state without any control actions in place. These scores were agreed at the time the risk was drawn up.
2. Residual Status – this is the risk score that remains after the risk review has been carried out and control actions have been put in place.
3. High risks are those that score 12 and above on the risk matrix
4. Medium risks are those that score 6 - 9 on the risk matrix
5. Control Status – this is the current status of the control action/s that have been put in place to mitigate the risk, the status options are: Not yet started, No data available, Not effective, In planning / progress, Completed, Working & effective.

Appendix B - Risk Report showing low and no data risk

1. Status – this is the residual risk score that remains after the risk review has been carried out and control actions have been put in place.
2. Low risks are those that score 1- 4 on the risk matrix
3. No Data are those risks which have yet to be reviewed

The risk matrix and guidance given for choosing likelihood and impact scores is shown overleaf

The Risk Matrix and guidance for choosing Likelihood and Impact Scores

RISK MATRIX

IMPACT	4	8	12	16
	3	6	9	12
	2	4	6	8
	1	2	3	4
LIKELIHOOD				

LIKELIHOOD SCORES

LIKELIHOOD - GUIDE TO ASSESSMENT				
Likelihood of Occurrence	Score	Chance	Description	Indicators
Very Likely	4	>75%	Almost certain to happen within six months	Happens frequently and/or encountered on a daily, weekly or monthly basis or will happen within 6 months.
Likely	3	40-75%	Will probably happen within 12 months	Happens occasionally, expected to occur at some point over the next 12 months
Unlikely	2	10-40%	Possible – may happen. However, not expected between 1 - 3 years	Not expected to happen in the next 1 - 3 years
Remote	1	Less than 10%	Rare – do not believe this will happen except in exceptional circumstances. Not expected between 3 – 10 years.	Has happened rarely in the past or never before

IMPACT SCORES

Financial loss and/or outcomes with financial implications	Failure to provide statutory duties / meet legal obligations	Reputation	Service Disruption (days)	Performance	Health & Safety
SCORE 4 MAJOR - IMPACT / OUTCOME (One or a combination of the following)					
Errors or omissions affecting relevant separate budgets >25k or > 75% of budget, (whichever the smaller) Loss of external grants and funding in > £25k	Litigation / Claims / Fines Directorate > £125k Corporate > £250k	Adverse national media interest leading to : Officer(s) and / or member(s) forced to resign Failure to attract or retain suitable partners or suppliers	Service disruption of over 3 days	Failure to provide an excellent level of customer service Failure to identify external opportunities and threats Failure to learn from mistakes that have council wide implications	Death of an individual or several people Permanent disability caused to an individual or several people
SCORE 3 SERIOUS - IMPACT / OUTCOME (One or a combination of the following)					
Errors or omissions affecting relevant separate budgets from £10k - £25k or 50-75% budget (whichever the smaller) Loss of external grants and funding from £10k - £25k	Litigation / Claims / Fines Directorate £25k - £125k Corporate £50k - £250k	Adverse local or regional media interest leading to : Public embarrassment for Council Members or staff Recruitment and retention difficulties affecting one service due to low staff morale	Service disruption of between 2-3 days	Failure to provide an adequate level of customer service Failure to identify internal opportunities and threats affecting the whole council Failure to learn from mistakes that have directorate wide implications	Major injury to an individual or several people
SCORE 2 SIGNIFICANT - IMPACT / OUTCOME (One or a combination of the following)					
Errors or omissions affecting relevant separate budgets from £1k - £10k or 25 – 50% of budget (whichever the smaller) Loss of external grants and funding from £1k - £10k	Litigation / Claims / Fines Departmental £1k- £25k Corporate £10k - £50k	Contained within the Council (Questions raised by members) Embarrassment for council Members or staff, not public Some impact on staff morale in more than one service with no effect on recruitment or retention	Service disruption of between 1-2 days	Failure to identify and utilise staff potential within individual services Failure to identify system inefficiencies and bottlenecks Failure to learn from mistakes that have service wide implications	Minor injury to an individual or several people
SCORE 1 MINOR - IMPACT / OUTCOME (One or a combination of the following)					
Errors or omissions affecting relevant separate budgets up to £1k or 25% of budget (whichever the smaller) Loss of external grants and funding up to £1k	Litigation / Claims / Fines Departmental < £1k Corporate < £10k Scrutiny by regulatory body	Contained within the Service (Letters from the public) Some impact on staff morale in one service with no effect on recruitment or retention	Service disruption of less than 1 day	Failure to learn from mistakes that have implications for individual members of staff	Discomfort caused to an individual or several people

Agenda Item 10

Audit and Corporate Governance Committee

10 October 2011



Audit and Corporate Governance Committee

Forward Plan 2011/12

Date of Committee	Report	Lead Officer
19 January 2012	Internal Audit Activity – Quarter 3 2011/12 Corporate Governance Statement – Action Plan Draft Risk Management Strategy	SWAP SWAP SWAP
15 March 2012	Internal Audit Plan 2011/12 Risk Register Audit Plan 2012/13 Future of External Audit update	SWAP SWAP SWAP Grant Thornton