

**RISK ASSESSMENT - 2019-20 GENERAL FUND BUDGET**

No	Risk	Assessment of Residual Risk [With control measures implemented] - Residual Risk Score	Responsible	Financial Risk (£000)	Financial Risk (£000)	Financial Risk (£000)	Financial Risk (£000)
				2019-20	2020-21	2021-22	2022-23
1	Unable to achieve additional meter income built into 2019-20 estimates in respect of Off Street Parking Charges.	3	Waste and Fleet Services Manager	68	200	200	200
2	Unable to recover arrears from investment property and industrial estates tenants.	3	Corporate property manager	16	16	17	17
3	Business Rates liabilities for investment assets exceed estimates	3	Corporate property manager	5	5	5	5
4	Co-mingled recycling disposal contract gate fees - volatility in gate fee paid	9	Waste and Fleet Services Manager	115	0	0	0
5	Increase in benefit claimants and bad debts	2	Director of Finance	50	50	50	50
6	Potential increase in homelessness	3	Housing Advice Manager	50	50	50	50
7	Serious case reviews on behalf of other authorities. Risk of incurring the costs of investigation regarding a serious case review. It is difficult to predict if and when this may occur	4	Director of Community Services	20	20	20	20
8	Increased risk of judicial reviews and the legal costs associated with defending the council. Risk of JR due to opposition to strategic development sites within local plan.	4	Monitoring Officer	150	150	150	150
9	Loss of interest from investments arising from bank base rates remaining at a low level for longer than expected	9	Director of Finance	219	27	0	0
10	1 % Loss of income from Fees and Charges	3	All budget managers and Director of Finance	337	339	343	352

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11	Reduction in the council's baseline need to spend following the fair funding review and introduction of 75% business rates retention in 2020	12	Director of Finance and Audit and Business Improvement Manager	0	2,305	1,729	1,152
12	Business Rates Retention Scheme (BRRS) volatility; impact of higher than anticipated appeals	4	Director of Finance	180	0	0	0
13	Underachievement of Future Guildford Transformation savings	6	All Directors	1,145	1,732	2,916	3,062
14	Treasury Management Counter Party Bail in	4	Financial Services Manager	800	800	800	800
15	S106 Clawback and/or collection risk	2	Director of Planning and Regeneration	91	91	91	91
16	Increased cost of planning appeals due to applications arising on unplanned sites in the Submission Local Plan	12	Director of Planning and Regeneration	240	240	120	120
17	Major Emergency / Civil Incident or Severe Weather event	4	Director of Community Services	30	30	30	30
18	Capital programme & Regeneration schemes - unavoidable scheme costs that can't be met by capital contingency fund or cost escalation due to complexity of regeneration schemes (revenue implications due to low capital balances)	6	Director of Finance	233	405	256	300

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19	Capital Programme & Regeneration scheme - impact of projects on capital vision coming forward earlier than expected (revenue implications due to low capital balances)	6	Director of Finance	5,040	5,040	5,040	5,040
20	Capital programme & Regeneration schemes - revenue impact of slippage in programme by 12 months (MRP / Interest cost reduction)	3	Director of Finance	(652)	(1,863)	(2,014)	(2,117)
21	Collapse of major contractor eg, Leisure Services, Parking Services (Pay by Phone) or Cultural Services	4	All Directors	100	100	100	100
22	Implementation of the Community Infrastructure Levy - impact of reduced S106 income	3	Director of Planning and Regeneration, Director of Environment and Head of Financial Services	0	0	0	0
23	SCC provision and funding of Park and Ride, both existing and new sites from 1718 or termination of the agency agreement with SCC for on-street parking enforcement in Waverley.	3	Waste and Fleet Services Manager	840	840	840	840
24	SCC Financial Sustainability; possible impact of local government re-organisation should SCC not be sustainable beyond 2020.	8	Managing Director	0	250	250	250
25	Risk of additional administration costs of new legislation and fines arising as a result of breaches in legislative duties (eg, data protection, information management, corporate manslaughter, air quality management)	8	Managing Director	276	276	276	276

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26	Loss of external funding from Enterprise M3 or Homes and Community Agency (HCA) due to project slippage or government reducing funding to EM3 / HCA - revenue impact of capital schemes	3	Director of Planning and Regeneration and Director of Community Services	61	101	607	607
27	Loss of income from external grounds maintenance contracts with SCC highways and Kings College	4	Parks and Landscape Manager	168	168	168	168
28	Housing benefit processing errors leading to DWP claim qualification	6	Benefits Manager	250	250	250	250

<b>TOTAL RISKS / RESERVES REQUIRED</b>	<b>9,832</b>	<b>11,622</b>	<b>12,294</b>	<b>11,813</b>
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**Level of Reserves Available**

General Fund (GF) reserve	3,748	3,748	3,748	3,748
GF earmarked reserves available to manage financial risks (and would not necessarily have to be replaced)	16,711	16,582	16,811	15,791
GF earmarked reserves that would need to be replaced if used (eg, sinking funds, SPA endowments, renewals & maintenance funds etc)	22,197	22,097	22,997	20,897
<b>TOTAL General Fund Reserves</b>	<b>42,656</b>	<b>42,427</b>	<b>43,556</b>	<b>40,436</b>