

Notice of Meeting

Governance and Audit Committee

To Follow Reports

	<u>Pages</u>
Item 7 – Risk Management Strategy	108 - 116
Item 8 – Strategic Risk Register and Red Risks	117 – 130
Item 10 – Amended Appendix B	131 - 148
Item 10 – Amended Appendix C	149 – 159

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Vicky Wheatley, Policy & Research Officer on (01635) 519241
e-mail: vwheatley@westberks.gov.uk

Title of Report:	Risk Management Strategy	Item 7
	Financial Year 2007/08	
Report to be considered by:	Governance & Audit Committee	
Forward Plan Ref:	EX 1092	

Corporate Plan Priority:	D4 – Stronger Governance
The proposals contained in this report will help to achieve the above Corporate Plan priority by: Refreshing the Risk Management Strategy and Policy for the Council for the coming year	

Purpose of Report: To outline a revised Risk Management Strategy for the Council

Recommended Action: To consider and comment on Risk Strategy

Reason for decision to be taken: To ensure that the Council's strategic objectives are met and that any associated risks with achieving them are identified and appropriately managed.

List of other options considered: None

Key background documentation:

- Strategic Risk Register / Action Plan

Portfolio Member:	Councillor Anthony Stansfeld
Tel. No.:	01488 658238
E-mail Address:	astansfeld@westberks.gov.uk

Contact Officer Details	
Name:	Charles Morris
Job Title:	Risk Manager
Tel. No.:	01635 519310
E-mail Address:	cmmorris@westberks.gov.uk

Supporting Information

1. Background

- 1.1 The Executive approved the Risk Management Strategy with the Risk Management Policy Statement on 18 December 2003. This was updated on 9 February 2006. This report is an annual review of the Risk Strategy building on the work commenced in 2003.
- 1.2 Risk Management is an integral part of the Corporate Governance Framework. It is essential that risk management remains embedded in the decision making processes of the council.
- 1.3 Risk Management is a central part of any organisation's management. It is the process by which organisations methodically address the risks associated with their objectives. The focus of good risk management is the identification and handling of those risks. The risk management process is fully supported by Members and the senior management team.

2. Achievements

- 2.1 The Risk Strategy Group (RSG) has been formed and met for the first time in January 2007 Under the chairmanship of Cllr Barbara Alexander, this replaces the JCC. The RSG has a more strategic co-ordinating role covering a broad range of risk related activities. These include:
- Business Risk
 - Health and Safety
 - Security Management (physical and information)
 - Business Continuity Management
 - Civil Contingencies
- 2.2 Risk Management training sessions have taken place for Officers, Members and Governance & Audit Committee. The Audit Commission stated that the training for members was notable practice and assisted the Council in achieving a score of 4 for risk management, in Use of Resources.
- 2.3 Quarterly reports are produced for CB to advise progress. The quarterly risk management report includes insurance claims information.
- 2.4 The Strategic Risk Register and Action Plan are reviewed in detail with the Corporate Board / Management Board and Governance & Audit Committee on a quarterly basis. Responsible officers provide an update on the risk Action Plan on a quarterly basis.
- 2.5 The major projects in which the authority is involved, (Parkway, The Waste PFI, Shaw House, (Phases 1 & 2) Market Street regeneration, Children's Trust, Tilehurst Learning Campus) have risk review meetings on a quarterly basis and a synopsis of these are included in the quarterly report to CB. Similar workshops will continue to take place in future for major projects. (St Bartholomew School)
- 2.6 Service Risk Registers and Action Plans are now aligned to service objectives and are reviewed on a quarterly basis by Heads of Service and their management teams, and an officer has been identified as being responsible for the operation of each control
- 2.7 Risk Registers have been tied to the budget, the MTFs in the case of the Strategic Risk Register and service budget in the case of Service Risk Registers. Risk Registers are designed to identify the risks

to the Council Objectives as set out in the Corporate Plan, Strategic Risk Register, and in Service Plans, Service Risk Registers.

- 2.8 Copies of Internal Audit reports are copied to the Risk Manager in order that risk information can be fed into Service risk registers.

3. Best Practice

- 3.1 Best practice is set out in the CPA Key Lines of Enquiry for Use of Resources. (Please refer to Appendix A attached). Our present score is 4: In order to maintain the highest scoring of 4 we will need to continue to:

Embed risk management in its corporate business processes, including:

- *strategic planning*
- *financial planning*
- *policy making and review*
- *performance management*
- *Business Continuity Planning*

All Members have received risk management awareness training.

The Council considers positive risks (opportunities) as well as negative risks (threats).

The member committee with responsibility for risk management receives reports at least quarterly and takes appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council at least annually. (Key Lines of Enquiry level 4 criteria)

- 3.2 The Risk Management Strategy for the coming year, set out below, outlines how the Council will continue to meet this best practice.

4. Risk Management Strategy for 2007-08

4.1 Risk Management Policy Statement

- 4.1.1 The Risk Management Policy statement was approved in December 2003. This has been modified and is attached as Appendix B. The Risk Management Strategy, outlined here, flows from this statement.

4.2 Statement of Internal Control:

- 4.2.1 The Council is obliged to issue a Statement of Internal Control. The statement must be completed annually and is signed by The Leader & Chief Executive. In summary the SIC is a statement of assurance to the effect that:

- the Council has an effective Internal Control Framework (ICF) in place
- the ICF has been reviewed in the preceding year. (It must be reviewed annually)
- that any weaknesses that have been identified in the ICF are being dealt with through an appropriate action plan.

- 4.2.2 Attached as Appendix C is the Timetable for preparation of the SIC

4.2.3 The SIC will be approved by The Governance & Audit Committee.

4.3 **Strategic Risk**

4.3.1 The Strategic Risk Register is part of the corporate plan and is monitored and reviewed on a quarterly basis by Corporate / Management Boards and Governance & Audit Committee. Members are specifically identified as being responsible for risks together with officers. Corporate Board should consider closer alignment between the Council's objectives set out in the Corporate Plan, their own individual objectives, identified in their appraisal and the Strategic Risk Register.

4.3.2 All major projects will be included in the revised SRR and regular reports on risks associated with these projects are made to CB.

4.4 **Service Risk**

4.4.1 Risk registers are a key mechanism for delivering the assurance that will underpin the SIC. They are also the key evidence that demonstrates that Risk Management is embedded in the management of the Council. Risk Registers at both service and strategic level continue to be developed.

4.4.2 The Risk Management process needs to be aligned more closely with the Performance Management system. Service Plans set out detailed objectives for services and these are translated into individual objectives for staff through the appraisal process. Service Risk Registers should reflect the objectives set out in Service Plans and in the appraisals of Heads of Service and Senior Managers. The Service Risk Registers will then play a key part in helping to ensure services and staff are able to deliver their objectives.

4.4.3 Corporate Directors and Heads of Service need to focus on Service Action Plans. Corporate Directors should have confidence that action plans are moving forwards and that mitigation is being put in place for red risks. Where actions are not progressing this should be brought to the attention of Corporate Board.

4.4.4 The Risk Manager will prepare an annual report for Corporate Board that will highlight any Red Risks so that these can be reviewed formally by Corporate Board to determine whether note should be made of the risk in the SIC. This report will be produced to the same timetable as the SIC. The report will note any actions that have not moved forwards during the preceding 12 months.

4.4.5 Heads of Service should review risk registers following the outcome of any internal / external audit or inspection work in their service. This will ensure that any weaknesses identified in this work is picked up and action taken to improve controls. All routine internal audit reports will be passed to the Risk Manager to ensure that he is aware of weaknesses / risks identified.

4.5 **Project Risk**

4.5.1 Workshops will continue to be run for large projects. These are reviewed on a three monthly basis. This process is also a most useful form of training by giving colleagues an opportunity to talk about their objectives, for the project and the activities they undertake and the resulting risks.

4.5.2 It is proposed that the new Performance Management Methodology be reviewed to ensure the guidance it contains on risk management dovetails with this corporate approach. It is also proposed to move over time the requirement to maintain project registers from Risk Manager to Project Manager/s

4.6 Governance and Audit Committee

- 4.6.1 Quarterly Risk Management reports will be made to the Governance and Audit Committee. These will include the revised Strategic Risk Register and progress with action plans for all risk registers.
- 4.6.2 Governance & Audit Committee will monitor and review Service and Project Risk Registers and Action Plans as required, to ensure that they are being managed by Corporate Directors and Heads of Service, and will ask Heads of Service / Project sponsors to attend the Committee from time to time to update the Committee on progress with managing risks.

4.7 Training

- 4.7.1 Training will continue to take place in the form of workshops with Heads of Service & managers. The most useful training comes from giving colleagues an opportunity to talk about their objectives, the activities they undertake and the resulting risks. Over the coming year Internal Audit will join the workshops to provide support and advice from a risk and control perspective.
- 4.7.2 Half day courses for third and fourth tier managers has been well received during 2006, will also be offered in 2007.
- 4.7.3 All members should receive risk management training. A Members Guide to Risk Management was produced in 2006 and sent to all members and is available on the Members Portal. The Audit Commission highlighted this as notable practice in their use of resources assessment for 2006.

4.8 Other Risk Management work

- 4.8.1 The Council's risk management system is embedded and working effectively now. The Risk Manager will now give some time to review and improve areas where the Council has or may suffer loss. The Risk Strategy Group will determine the focus of this activity. The first project to be undertaken will be a review of physical security at schools to counter the threat of vandalism and fire.

Appendices

- Appendix A – Risk Management KLoE's
- Appendix B – Risk Management Policy Statement
- Appendix C – Timetable for Statement of Internal Control

Consultation Responses

- Local Stakeholders:** *
- Officers Consulted:** *
- Trade Union:** *

Appendix A

4. INTERNAL CONTROL		
How well does the council's internal control environment enable it to manage its significant business risks?		
Key line of enquiry		
4.1 The council manages its significant business risks		
Audit Focus		
Evidence that:		
<ul style="list-style-type: none"> • the council has a risk management process in place • the risk management system covers partnership working 		
Criteria for Judgement		
Level 2	Level 3	Level 4
<p>* The council has adopted a risk management strategy/policy that has been approved by members.</p> <p>* The risk management strategy/policy requires the council to:</p> <ul style="list-style-type: none"> • identify corporate and operational risks • assess the risks for likelihood and impact • identify mitigating controls • allocate responsibility for the mitigating controls. <p>* The council maintains and reviews a register of its corporate business risks linking them to strategic business objectives and assigning ownership for each risk.</p> <p>* Member responsibility for corporate risk management is identified in the terms of reference of one or more committees as appropriate.</p> <p>* Reports to support strategic policy decisions, and project initiation documents, include a risk assessment.</p>	<p>* The risk management process is reviewed and updated at least annually.</p> <p>* The risk management process specifically considers risks in relation to significant partnerships and provides for assurances to be obtained about the management of those risks.</p> <p>* All appropriate staff are given relevant training and guidance to enable them to take responsibility for managing risk within their own working environment. (now bold)</p> <p>* The members with specific responsibility for risk management have received risk management awareness training.</p> <p>* Members with responsibility for corporate risk management receive reports on a regular basis and take appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council as appropriate.</p>	<p>A senior officer and member jointly champion and take responsibility for embedding risk management throughout the council.</p> <p>The council can demonstrate that it has embedded risk management in its corporate business processes, including:</p> <ul style="list-style-type: none"> • strategic planning • financial planning • policy making and review • performance management. <p>All members receive risk management awareness training.</p> <p>The council considers positive risks (opportunities) as well as negative risks (threats).</p>

Appendix B

West Berkshire Council

RISK MANAGEMENT POLICY STATEMENT

The Council provides a diverse range of services, both to the community and to visitors to the area. It is essential that the Council protects and preserves its ability to continue to provide these services, by ensuring that it can manage its assets, both tangible and intangible including its control mechanisms. The very nature of the services provided presents a vast potential for losses and lost opportunities. This potential must be controlled to enable the Council to discharge its responsibilities to the community and its employees.

The Council is fully committed at the highest level to the management of risk. This forms an integral part of our approach to corporate governance.

Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Support the quality of the environment
- Assist with the decision making process
- Preserve & Enhance Service delivery
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way
- To allow the Council to take opportunities, by dealing with / mitigating positive risks

The Council seeks to undertake to protect and preserve its tangible and intangible assets from any loss, damage or interruption, which could materially affect its ability to discharge its responsibilities to its employees and the community. People (employees and residents) property and information are the most important assets in West Berkshire Council. Their protection and security are essential for the future.

It is the responsibility of every Service Area to have regard to the Council's Risk Management Policy. Senior Management and Budget Managers are accountable for managing the risks to which their area is exposed whilst all employees have a duty to support the Council's initiative by recognising and managing risks within their control which may cause harm.

(1) Signed by Chief Executive.

Leader of the Council

February 2007

Appendix C**Timetable for preparation of the SIC**

Item	Recipient	Deadline
1 Heads of Service Assurance Statements signed off by Corporate Director and Portfolio Holder along with Service Risk Register and Action Plan and copied to the Risk Manager		28.2.07
2 Risk Manager bring forward any Service / Strategic Red risks to Corporate Board to consider whether they should be highlighted in the SIC, as part of Quarter 4 report		15.05.07
3 Monitoring Officer Assurance Statement re Strategic Risks produced		31.05.07
4 S151 Officer produce an Assurance Statement to highlight any financial issues that need to be covered in the SIC		31.05.07
5 Head of Assurance produce "head of internal audit" annual report commenting on the effectiveness of the internal control framework		31.05.07
6 First draft of the SIC and all supporting documentation	Corporate Board	31.5.07
7 Statement of Accounts prepared	Corporate Board	31.5.07
8 Review of SIC and all supporting documentation	Governance and Audit Committee	26.6.07
9 Review of Statement of Accounts	Governance and Audit Committee	26.6.07
10 Statement of Accounts and signed SIC completed	Council	31.7.07

Title of Report:	Statement of Internal Control Strategic Risk Register 2007-2008	Item 8
Report to be considered by:	Governance and Audit Committee	
Forward Plan Ref:		

Corporate Plan Priority:	D4 - Stronger governance
The proposals contained in this report will help to achieve the above Corporate Plan priority by: Strengthening the internal control framework of the Council.	

Purpose of Report:

To support the Statement of Internal Control by identifying the Strategic Risks and associated action plan

Recommended Action:

To consider and comment on the Strategic Risks and action plan.

Reason for decision to be taken:

To ensure that the Council's strategic objectives are met and that any associated risks with achieving them are identified and appropriately managed.

List of other options considered:

None

Key background documentation:

- Risk Management Strategy
- Strategic risk Register / Action Plan

Contact Officer Details	
Name:	Charles Morris
Job Title:	Risk Manager
Tel. No.:	01635 519310
E-mail Address:	crmorris@westberks.gov.uk

Supporting Information

1. Background

- 1.1 As part of the Statement of Internal Control the Council is required to identify and set out how it intends to deal with, significant control issues. A key part of the evidence that supports this process is Strategic Risks and associated action plan.
- 1.2 The Council adopted a Risk Management Strategy in December 2004. This is revised annually. The strategy for 2007-08 is included in the agenda for approval at this Committee. This report is an annual review of the Strategic Risk Register building on the work of previous years.
- 1.3 Risk management is an integral part of the corporate governance framework and is embedded into the fabric and decision making process of the Council. Risk management is a central part of any organisation's management. It is the process by which organisations methodically address the risks associated with the delivery of their objectives. The focus of good risk management is the identification and handling of those risks. The risk management process is fully supported by Members and the senior management team.
- 1.4 Management Board reviewed the SRR on 15 March 2007. A few amendments were suggested, to high level risks and officers will consider these. Any changes will be reflected in the first quarter (2007 / 2008) report.
- 1.5 The risk manager has contacted responsible officers with red risks on the Strategic Action Plan and their comments are included. Responsible Officers are aware that this information is required to be updated on a quarterly basis and that it is reported to this committee.

Appendices

Appendix A Strategic Risk Register -To Follow
Appendix B Strategic Action Plan MB Key Risks To Follow
Appendix C 4*4 Matrix - Attached

Consultation Responses

Local Stakeholders:	Not Consulted
Officers Consulted:	Corporate Board
Trade Union:	None

**Strategic Risk Register
2007 / 2008**

Owner	Management Board
Date	15-Mar-07

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			Owner
				Likely-hood	Impact	Score	Likely-hood	Impact	Score	
1.1	Economic Increased unemployment & Benefit Claims	Downturn in Economy/ Recession Increased demand on Council Services	Increased unemployment Increased Nos on benefit Reduced income to the Council Financial	2	3	6	2	3	6	Head of Policy & Comm + Cllr Anthony Stanfeld
1.2	Inability to Recruit	Overheating Economy High Inflation	House price inflation Skills shortages Wage inflation Inward Commuting	2	3	6	2	3	6	Head of HR + Cllr Anthony Stanfeld
1.3	Social Civil Unrest	Unfavourable perceptions of Crime & Disorder issues	Civil unrest Perceptions / High fear of crime	1	3	3	1	2	2	Chief Executive + Safer Communities Partnership+ Cllr Emma Webster
1.4	Terrorist Action	Action taken by international / local groups	Significant disruption Fatalities / Injuries Reputation > No Insurance against Terrorist Action	2	3	6	2	2	4	Head of Public Protection + Cllr Geoff Findlay
1.5a	Environmental Major environmental incident	Major disaster Contamination Severe weather Outbreaks of disease Flooding	Significant disruption Fatalities / Injuries Reputation	3	4	12	3	3	9	Head of Public Protection + Cllr Geoff Findlay
1.5b	Severe water Shortages	Drought	Disruption to Council services & the community (Businesses and residential)	1	3	3	1	3	3	Head of Public Protection + Cllr Geoff Findlay

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			Owner
				Likely hood	Impact	Score	Likely hood	Impact	Score	
1.6	Flu Pandemic	Spread of flu Lack of NHS Vaccines	Significant disruption Fatalities / Injuries Reputation	2	4	8	2	4	8	Corp Dir (CYP) Clr Geoff Findlay
1.7	Political Intervention by Central Government or Other Regulatory Body	Statutory obligations not met Change of CPA Methodology	Legal challenge Government Intervention Compensation Poor CPA Scores Poor Audit Commission Reports	2	3	6	1	2	2	Chief Executive + Clr Graham Jones
1.8	Failure to deliver good Corporate Assessment / JAR	Statutory obligations not met Change of CPA Methodology	Legal challenge Government Intervention Compensation Poor CPA Scores	2	2	4	1	2	2	Chief Executive + Clr Graham Jones
1.9	Administrative Area changed / WBC absorbed into another authority	Problems arising from Local Government reorganisation	Possibility of merger with another authority	1	3	3	1	3	3	Chief Executive + Clr Graham Jones
1.10	Demand Management / Demography Failure to predict changes in service demand	Poor information planning & forecasting	Increased or reduced service demand Budget over or under spent	3	4	12	3	3	9	Corp Dir (Env) + Clrs Graham Pask / Joe Mooney
Corporate Management										
2.1	Strategy Failure to set clear visions / objectives for Authority	Failure to see demographic and other external changes Failure to understand organisational context Poor / weak leadership	Ineffective forward planning Inappropriate service delivery Intervention Budget difficulties Poor CPA Scores Poor Audit Commission Reports	3	4	12	1	3	3	Chief Executive + Clr Graham Jones
2.2	Inappropriate change management	Inappropriate pace of change Expectations not realised	Failure to realise opportunities CPA Intervention inefficiency Poor reputation Capacity issues	3	3	9	1	2	2	Chief Executive + Clr Graham Jones

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating													
				Likely hood	Impact	Score	Likely hood	Impact	Score											
2.4	Finance																			
2.4a	Financial Risk controls not applied Failure to complete audit / financial returns	Failure to undertake appropriate Financial Planning Failure to account for unaccepted items	Qualification on the accounts Failure to set standards Reputation CPA Unacceptable under / Overspends Section 151 officer / DA Reports	2	4	8	1	3	3											Head of Finance + Cllr Laszlo Zverko
2.4b	Budget pressures emerge in year / Ineffective budget monitoring (Revenue)	Overspending Income targets not met	Lack of resources impacting on service delivery	2	3	6	2	2	2											Head of Finance + Cllr Laszlo Zverko
2.4c	Tax Base	The tax base is significantly different to forecast	This has a knock on effect on grant calculation and changes the Council tax yield. However the impact is relatively small as the formula grant calculation compensates	3	2	6	2	2	2											Head of Finance + Cllr Laszlo Zverko
2.4d	Capital Programme Implementation	Overspend Slippage	Service Delivery	2	3	6	2	2	2											Head of Finance + Cllr Laszlo Zverko
2.4e	Grant Settlement	The settlement is lower than anticipated due to changes in the methodology: / data / control totals	Lower RSG resulting in budget pressures	3	4	12	3	2	2											Head of Finance + Cllr Laszlo Zverko
2.4f	Council Tax	That a different level of Council tax than assumed is set. Or the level of increase is capped by Government	Budget pressure	3	3	9	1	2	2											Head of Finance + Cllr Laszlo Zverko

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			Owner
				Likely hood	Impact	Score	Likely hood	Impact	Score	
2.4g	Specific Grants	The value of Specific grants may vary from the assumptions made. Decisions are often made by government late in the day.	Transfer from Specific formula grant can have a significant impact.	3	2	6	3	1	3	Head of Finance + Cllr Laszlo Zverko
2.4h	Inflation / Interest rates	Inflation may rise beyond anticipated rates Interest rates and borrowing may be higher than planned.	Actual pay rises may exceed estimate and cause a budget pressure Debt change budget pressure	3	2	6	2	2	4	Head of Finance + Cllr Laszlo Zverko
2.5	HR									
2.5a	Inability to recruit & retain to key posts	Local labour market Council/s reputation Ineffective recruitment	Increased costs Lack of service continuity Inefficiency Service delivery problems	3	3	9	2	2	4	Head of HR + Cllr Anthony Stansfeld
2.5b	Death Injury to staff	Lack of appropriate risk assessments / supervision	Fatality / Injury Financial / Insurance claims Theft / Damage Reputation	3	3	9	2	2	4	Head of HR + Cllr Anthony Stansfeld
2.5c	Significant Strike Action taken by members of staff	Union Action	Service Delivery Reputation	3	3	9	3	2	6	Head of HR + Cllr Anthony Stansfeld
2.5d	High level of grievances	Policy changes Changes to terms & Conditions Organisational review	Service Delivery Reputation	3	2	6	2	2	4	Chief Exc + Cllr Graham Jones
2.6	Failure to Manage PR									
2.6a	Failure to manage bad difficult news	Poor Service or outcomes resulting in bad reports in the press / media etc	Poor Reputation CPA Low satisfaction	2	3	6	2	2	4	Head Policy & Comm + Cllr Anthony Stansfeld

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			
				Likely hood	Impact	Scores	Likely hood	Impact	Score	
2.6b	Failure to promote the Council effectively to the local community	Ineffective PR Poor Planning	Lower levels of satisfaction Reputation	1	3	3	1	2	2	Head Policy & Comm + Cllr Anthony Stansfeld
Corporate Governance										
3.1	Inappropriate conduct by Staff / Members	Lack of Code of Conduct CRB Check failures	Reputation Legal Action Fatality / Injury	3	3	9	1	3	3	Chief Executive + Cllr Graham Jones
3.2	Poor / Inappropriate Decisions	Lack of full information for decision making	Legal Challenge Compensation Reputation	3	3	9	2	2	4	Head of Legal & Electoral + Cllr Graham Jones
3.3	Poor performance management	Inadequate PM systems Inaccurate data	Poor decisions	2	2	4	1	2	2	Head of Policy & Comm+ Cllr Anthony Stansfeld
3.4	Poor Scrutiny	Lack of resources Lack of Member engagement	Inferior decisions Regulations Poor reputation	3	3	9	2	2	4	Head of Policy & Comms
3.5	Ineffective Risk Management	Lack of engagement by managers Lack of resources	Reduced CPA scores Reputation	2	3	6	2	2	4	Chief Executive + Cllr Barbara Alexander
3.6	Inadequate Business Continuity Planning	Poor service planning Lack of BCP	Service delivery fails Impact on performance	2	4	8	2	3	5	Head of Finance + Cllr Barbara Alexander

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			
				Likely hood	Impact	Score	Likely hood	Impact	Score	
3.7a	Health & Safety	Poor controls in health & safety Lack of Project Management process	Legal / Insurance Reputation Corporate manslaughter Team reactively problem solving rather than proactive planning	3	3	9	2	3	5	Head of Finance + Cllr Anthony Stansfeld
3.7b	Legionella	Outbreak of Legionella / failure to control situation	Legal / Insurance / Financial Reputation Corporate manslaughter	3	3	9	3	3	9	Head of Property + Anthony Stansfeld
3.7c	Fire Safety	Failure to manage fire safety	Loss of Life Enforced action by Fire Authority Legal / Insurance Reputation Corp Manslaughter	3	3	9	3	3	9	Head of Property + Anthony Stansfeld
Technology										
4.1a	Major Failure of technology	Power failure	Service delivery / failures	2	3	5	1	2	2	Head of ICT + Cllr Emma Webster
4.1b		Hardware / software failure	Service delivery / failures	2	3	5	1	2	2	Head of ICT + Cllr Emma Webster
4.1c		Failure to achieve financial / service benefits from technology	Service delivery / failures	3	2	6	3	2	6	ICT Strategy Board + Cllr Emma Webster
4.1d	Failing to invest in technology	Investing in wrong Technology Failing to invest	Lost Resources Ineffective service delivery Service failure Lack of computability	2	3	6	1	1	1	Head of ICT + Cllr Emma Webster
4.1f	Virus / Hacking Other IT security issues	Attack on Council's computer systems	Service Delivery / Failure Data Protection Reputation	3	3	9	2	3	6	Head of ICT + Cllr Emma Webster

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			Owner
				Likely hood	Impact	Score	Likely hood	Impact	Score	
5.1	Failure to deliver outcomes on Council Plan	Weak performance management	Reputation Potential Intervention Poor CPA Scores Ineffective Service Delivery	3	3	9	2	2	4	Head of Policy & Comm + Cllr Graham Jones
5.2	Failure to identify potential weak service delivery areas	Poor Governance Lack of Skills	Waste / Inefficiency	3	3	9	3	2	6	Corp Dir (Env) + Cllr Anthony Stansfeld
6. Strategic Delivery / Planning / Major Projects										
6.1	Shaw House Phases 1, 2, & 3	Poor Project Management Economic	Delay / Overspend Reputation Project collapse Insurance	3	3	9	2	2	4	Corp Dir (Comm Serv) + Cllr Marcus Franks
6.2	Park Way	Economic viability	Delay / Overspend Reputation Project collapse	3	2	6	2	2	4	Chief Exc + Cllr Emma Webster
6.3	Market St	Economic viability	Delay / Overspend Reputation Project collapse	3	2	6	3	2	6	Chief Exc + Cllr Emma Webster
6.4	Phoenix Centre	Poor Project Management	Delay / Overspend Reputation Project collapse Impact on Service	3	3	9	2	2	4	Corp Dir (Comm Serv) + Cllr Joe Mooney
6.5a	Waste PFI Completion of contract	Poor Project Management Only ONE Bid Received Political Issues Affordability	Delay / Overspend Reputation Project collapse	4	4	16	3	3	9	Corp Dir (Env) Cllr Geoff Findlay
6.5b	Abbotswood / Pinchington Lane	Household waste recycling Planning Applications fail Developer unable to deliver	Significant Financial impact Service Delivery	3	4	12	3	3	9	Corp Dir (Env) Cllr Geoff Findlay
6.5c	Padworth	Failure to acquire site Failure to achieve planning	Significant Financial impact Service Delivery	3	4	12	2	4	8	Corp Dir (Env) Cllr Geoff Findlay

No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			
				Likely-hood	Impact	Score	Likely-hood	Impact	Score	
6.6	Tilhurst Learning Campus	Failure to deliver 1. Financial 2. Project Planning 3. Continued Operation of schools	Reputation Political Issues on National and Local basis	4	3	12	3	3	9	Corp Dir (C&YP) + Cllr Graham Pask
6.7	AWE Redevelopment	Legal management process failure Nature of application	Public disorder Government Intervention	2	3	6	2	2	4	Head of Planning + Cllr Keith Chopping
6.8	St Barts School rebuild	Failure to deliver 1. Financial 2. Project Planning 3. Continued Operation of schools	Reputation Political Issues on National and Local basis	4	3	12	3	3	9	CD C&YP + Cllr Graham Pask + Headteacher + St Barts Foundation Trust
6.9	Failure to secure appropriate office accommodation	Lack of accommodation in Newbury Unable to resource financially	Financial difficulties Lack of communication Service continuity	3	3	9	2	3	6	Chief Exc + Cllr Graham Jones
6.10	Kennet Valley Park	Failure to Manage application Failure to recognise implications for infrastructure and service delivery	Lack of appropriate services Congestion / disruption	1	4	4	1	4	4	Head of Planning + Cllr Keith Chopping
6.11	Leisure Procurement	Failure to follow procedures Budget envelope exceeded	Delay, disruption Financial difficulties	2	3	6	1	2	2	Head of CS + Cllr Marcus Franks

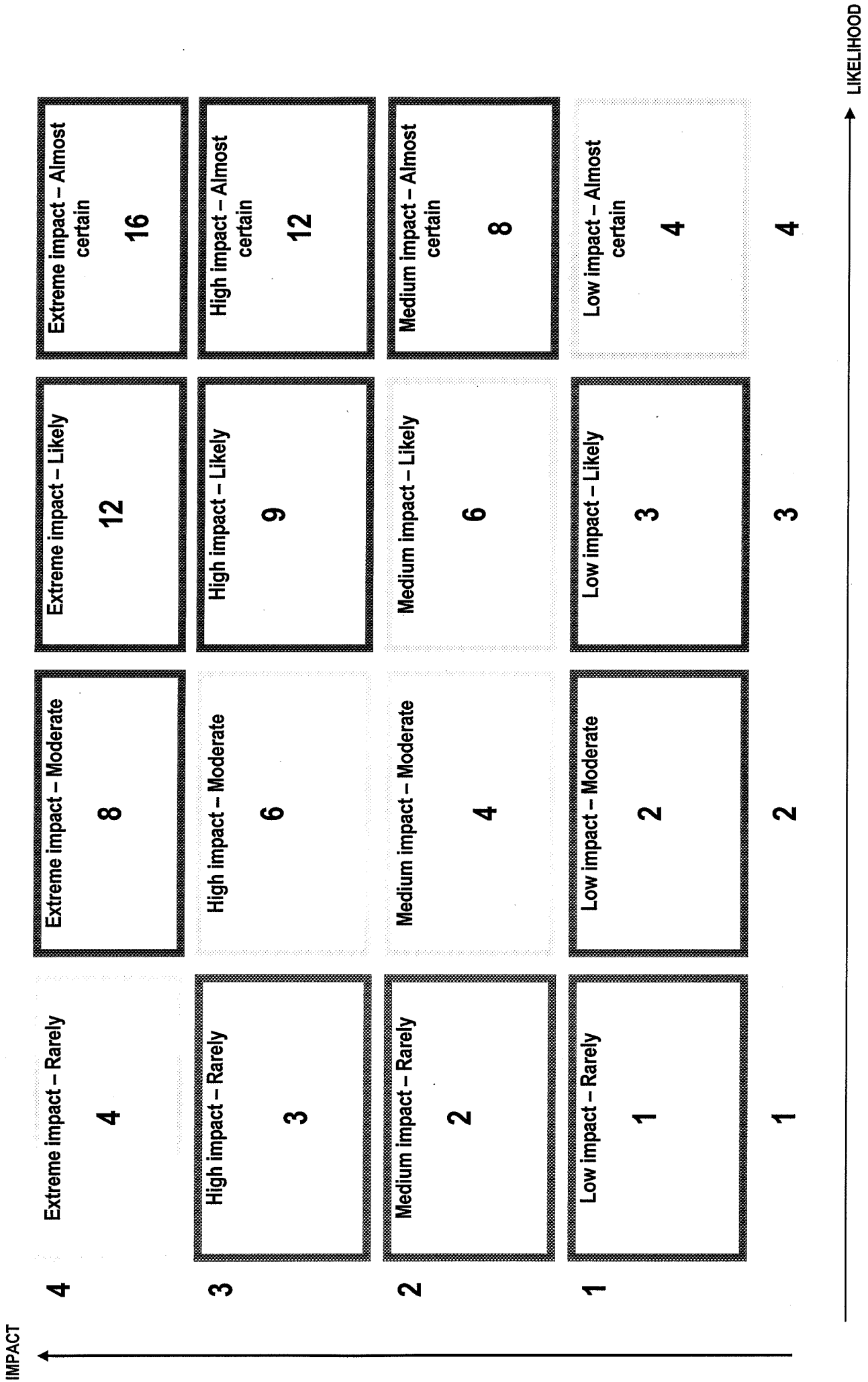
No	Risk	Cause / Trigger	Consequences	Gross Rating			Net Rating			
				Likely hood	Impact	Score	Likely hood	Impact	Score	
7.1	Failure in Service Delivery Strategic Partners	Lack of sound governance	Partnership failure Progress limited Service delivery	3	3	9	2	2	4	Corp Dir (CS) + Cllr Joe Mooney
7.2	Underachievement of Local Strategic Partnership (LSP) LAA / PSA 2	Poor Management Unachievable targets	Reduced reward Reduced outcomes in local community Reputation Failure to meet targets Potential Financial Implications	3	3	9	2	2	4	Corp Dir (CS) + Cllr Joe Mooney + Cllr Graham Jones
7.3	Under achievement of Safer Communities Partnership	Poor Management Unachievable targets	Reduced reward Reduced outcomes in local community Reputation Failure to meet targets Potential Financial Implications	3	3	9	3	3	9	CE + Cllr Geoff Findlay / Cllr Emma Webster
7.4	Under achievement of Children's Trust	Poor Management Unachievable targets	Reduced reward Reduced outcomes in local community Reputation Failure to meet targets Potential Financial Implications	2	2	4	1	2	2	Corp Dir (CS) + Cllr Graham Pask
7.5	Under achievement of Health & Well being Partnership	Poor Management Unachievable targets	Reduced reward Reduced outcomes in local community Reputation Failure to meet targets Potential Financial Implications	3	3	9	3	3	9	Corp Dir (CS) + Cllr Joe Mooney
7.6	Health Partnership	Formation of Berkshire West PCT	Finance Staffing Issues Service Delivery	3	3	9	2	3	5	Corp Dir (CS) + Cllr Joe Mooney
7.7	Failure of Housing / Env Partnership	Insufficient Action Plan	Service Delivery Reputation Partnership Working	2	2	4	1	2	2	Head of Housing
7.8	Economic & Transport	Insufficient Action Plan	Service Delivery Reputation Partnership Working	2	3	5	2	3	5	Corp Dir (Env)

Strategic Risk Action Plan Red Risks

Owner	Management Board
Date	15 March 2007

Risk No	Area of Concern / Risk Scenario	Existing Controls	CR Key Risks		Required Controls or Action	Update From Responsible Officer	Budget Constraint	Owner
			Gross Risk Score	Net Risk Score				
1.5a	Environmental Major disaster Contamination Severe weather Outbreaks of disease Flooding	Major Incident Plan	12	9	Regular review / intelligence and testing	Officers meet on a regular basis to review plans and policies. Full list of plans available and prioritization is on-going	None	Gary Lugg On-Going
1.6	Flu Pandemic	Immunisation BCP DH Plans Council Plans	8	8	Regular consultation WBC Flu Group Various multi agency groups Close links with NHS	Flu pandemic group meets on a six weekly cycle with representatives from all Council services Training arranged National Exercise set up	None	Margaret Goldie On - Going
1.10	Demand Management (Demography) Failure to predict changes in service demand	Demographic modelling MTFS Service & Financial Controls	12	9				Corp Dir Env + Cllr Graham Pask
3.7b	Health & Safety Legionella	Contract set up for risk assessments Compliance Officer in H&S Team	9	9	Tight monitoring and supervision reporting on progress	Contracts have been let. Mobilisation taking place during Jan / Feb 07		Mark Abinger + Anthony Stanstead
3.7c	Fire Safety	Contract set up for fire risk assessments Compliance Officer in H&S Team	9	9	Tight monitoring and supervision reporting on progress	Contracts have been let. Mobilisation taking place during Jan / Feb 07		Mark Abinger + Anthony Stanstead

Risk No	Area of Concern/ Risk Scenario	Existing Controls	CB Key Risks		Required Controls or Action	Update From Responsible Officer	Budget Constraint	Owner
			Gross Risk Score	Net Risk Score				
6.5a	Major Projects Waste PFI	Effective Project Plan Regular Monitoring Preferred bidder negotiations	16	9	Manage Sites and Planning Risk Ensure affordability within MTFS allocation	Veolia are to submit revised Best and Final Offer on 3/03/07. Quality bid required before Preferred Bid can be amended. DEFRA require contract to be amended by July 07. Timetable risk to project.		John Ashworth On - Going
6.5b	Abbots Wood / Pinchington Lane [HWRC] Statutory function	Monitored through Waste PFI risk register Ensure planning process sound Waste authority monitoring	12	9	Planning permission granted 21/02/007	Outstanding stages of Project (Development agreement and acquisition Waste Management Licence construction)		John Ashworth On - Going
6.5c	Padworth	CPO Monitoring	12	8	Detailed planning application to be prepared Once preferred bidder status is awarded	The Executive to consider Preferred Bidder on 4 April 07		John Ashworth On - Going
6.6	Tilehurst learning Campus	Consultation / robust process Detailed feasibility study	12	9	Sites and Planning Ensure affordability	Risk management workshop held in September. Risk Register in place which will be reviewed quarterly Project Board appraised Feasibility study commenced		Margaret Goldie On - Going
6.7	St Barts School rebuild	Consultation / robust process Detailed feasibility study	12	9	Sites and Planning Ensure affordability	Risk management workshop to be held in March 07		Margaret Goldie On - Going
7.3	Failure to deliver Partnerships Under achievement of Safer Communities Partnership	Effective Performance Management Remedial Action	9	9				Nick Carter
7.5	Under achievement of Health & Well Being Partnership	Effective Performance Management Remedial Action	9	9				Teresa Bell



Internal Audit Work Programme - by Service

Appendix B

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Key risks to be covered		Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Head of Finance (JG)										
Insurance	a) Inappropriate assessment of uninsured losses b) inaccurate claims record for	Low	SR	20			20		Head of Finance	JG
Governance / Risk Management	a) Non compliance with CPA requirements b) Ineffective framework for SIC reporting	High	SR	15		15	30		Head of Finance	JG
Health and Safety	a) Non compliance with H&S Legislation - legal action/penalties	Medium	SR	15			15		Head of Finance	JG
Use of Consultants	a) Fined by the Inland Revenue b) Inappropriate people being appointed c) Insufficient	Medium	SR	20		15	15		Head of Finance	JG
Contract letting	a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation	Medium	ACW				20		Head of Finance	JG
Contract monitoring	a) Non-compliance with Contract rules of Procedure b) Contract spec not met c) Contract	Medium	SR	20			20		Head of Finance	JG
Income collection - spot checks	a) Theft/Fraud	Medium	AFW	20	20		60		Head of Finance	JG
Petty Cash Imprest Accounts - spot checks	a) Theft/Fraud	Low	AFW	20	20		55		Head of Finance	JG
Procurement (service role)	a) Inappropriate suppliers used b) Inefficient purchasing practices (Gershon)	High	SR	20	20		0		Head of Finance	JG
General Ledger (managed audit)	a) Inaccurate information for management decisions b) Budgets exceeded c) Qualified	High	KFS	20	20		60	August	Head of Finance	JG
Fixed Asset Register (managed audit)	a) Non compliance with accounting standards b) Qualified Accounts	High	KFS	5	5		15	April/May	Head of Finance	JG
Budget Monitoring	a) Inaccurate information b) poor decision making	High	SR	20			20		Head of Finance	JG
Capital planning / programme	a) Ineffective project management - budgets exceeded/deadlines exceeded/outcome does	High	SR	25			25		Head of Finance	JG
MTFS	a) Council's financial targets are not realised b) Budget pressures c) Increases in Council	High	SR		25	15	15		Head of Finance	JG
Tax										
F Treasury Management (managed audit)	a) Inappropriate cashflow decisions - income not maximised b) Legislation/Internal policies	Low	KFS	10	10	10	30	September	Head of Finance	JG
	not complied with						0			
Bank Reconciliation	a) Inappropriate transactions processed through the bank b) Inaccurate year end accounts	Medium	OR				0		Head of Finance	JG
	c) Qualified opinion from External Auditors									
VAT	a) Non compliance with Customs and Excise requirements - financial penalties	Medium	OR	145	140	15	15		Head of Finance	JG
Total				145	140	130	415			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of HR (JG)

Recruitment (process)

a) Delays in appointing staff - disruption to service delivery b) Non compliance with employment legislation C) CRB failure

High

SR

20

20

HR

JG

Absence Management

a) Council's sickness policy not being adhered to b) Inaccurate information for performance management

High

SR

15

15

HR

JG

Code of Conduct / HR Policies & Procedures

a) Staff not being managed consistently/to the Council's standards required standards b) New managers not being aware of the required standards and related procedures

Medium

SR

15

15

HR

JG

Establishment Control

a) Inaccurate information b) Poor cost control c) Poor resource management

High

SR

20

20

HR

JG

Training

a) failure to develop / retain staff

Medium

SR

15

15

HR

JG

Total

50

15

100

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Internal Audit Work Programme - by Service
Key risks to be covered

Appendix B
Business Owner

Group Auditor

Governance & Audit Committee - 2007-03-26 (Items to Follow)

	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Group Auditor
Head of Legal and Electoral Services (SC)								
Registrars Service	Low	OR					Legal	SC
Legal Services	High	OR			10	10	Legal	SC
Child Care Lawyers	Medium	OR		20		20	Legal	SC
Electoral Services	Low	OR				0	Legal	SC
Governance arrangements	Medium	SR	15			15	Legal	SC
Land Charges	Low	OR	15			15	Legal	SC
total			30	20	10	60		

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of Policy and Communication (SC)

Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
LA/PSA2	High	SR	25			25		Policy and Communication	SC
Service Planning	Medium	SR				0		Policy and Communication	SC
Performance Management	High	SR		20		20		Communication Policy and	SC
Partnership development	Medium	SR			15	15		Communication Policy and	SC
Grants (inc Economic Development)	Low	SR		15		30		Communication Policy and	SC
PSA2	Medium	SR				0		Communication Policy and	SC
Members expenses	Medium	OR		15		15		Communication Policy and	SC
Complaints / Code of Conduct	Medium	SR						Communication Policy and	SC
Data Protection / Freedom of Information	High	SR			20	20		Communication Policy and	SC
Scrutiny	Medium	SR	10			10		Communication Policy and	SC
Intranet/Internet/Communication/Publications	Medium	SR	15			15		Communication Policy and	SC
total			50	50	50	150			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

2007-08 Days

2008-09 Days

2009-10 Days

TOTAL Days

Fieldwork Date

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of Benefits and Exchequer (JG)

Payroll / PAYE (managed audit)

a) Ghost employees set up b) Inaccurate payments made c) Inaccurate deductions made

KFS

20

15

20

55

October

Benefits and Exchequer

JG

NFI Payroll Investigation work

a) payroll fraud b) Low score on the U of R

AFW

10

10

10

30

November

Benefits and Exchequer

JG

Accounts Payable (managed audit)

a) Inappropriate/fraudulent payments b) budgets exceeded

KFS

15

15

15

45

November

Benefits and Exchequer

JG

Accounts Receivable (managed audit)

a) Council's cashflow affected b) Income not maximised

KFS

15

15

15

45

November

Benefits and Exchequer

JG

Car Loans & Car Leasing

a) Inaccurate payroll deductions b) Non compliance with Inland Revenue requirements

OR

20

20

20

20

November

Benefits and Exchequer

JG

Travel and Subsistence

a) Fraudulent claims b) Inaccurate payments

AFW

15

15

15

15

November

Benefits and Exchequer

JG

Cash Office

a) Inaccurate processing of income - affecting cash flow decisions b) Fraud/theft c) Accounts could be qualified

AFW

0

0

0

0

November

Benefits and Exchequer

JG

National Non-domestic Rates (managed audit)

a) Non compliance with legislation b) Inaccurate calculation of contribution to pool c) Qualified accounts

KFS

20

20

20

60

June

Benefits and Exchequer

JG

Housing Benefits (managed audit)

a) Non compliance with legislation b) Inaccurate/inappropriate payments made c) Accounts qualified

KFS

20

20

20

60

May

Benefits and Exchequer

JG

NFI Benefits Investigation work

a) Benefits Fraud b) Low score on the U of R

AFW

10

10

10

30

August

Benefits and Exchequer

JG

Council Tax (managed audit)

a) Non compliance with legislation b) Income collection not maximised c) Accounts qualified

KFS

20

20

20

60

August

Benefits and Exchequer

JG

NFI Creditors Investigation work

a) Creditors Fraud b) Low score on the U of R

AFW

10

10

10

30

August

Benefits and Exchequer

JG

Total

140

170

140

450

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of Property (SC)

Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Commercial Rents	High	OR	20			20		Property	SC
Asset management	Medium	SR				0		Property	SC
Building Maintenance	High	OR	20			20		Property	SC
Facilities Management	Medium	OR		20		20		Property	SC
Project Management	High	SR				0		Property	SC
total			40	20	0	60			

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of I.T. (JG)

- I.T. Strategy
 - a) Does not meet changing needs of the organisation b) Progress not measured/monitored - objectives not achieved
- Ensure compliance with external requirements
 - a) Non compliance with legislation (software licenses)
- Change control Management
 - a) Inappropriate changes b) Changes do not meet the needs of users c) Changes not implemented
- Project Management (IT investment)
 - a) Systems do not meet business/user needs b) Escalation of costs/time to implement
- Post Implementation Reviews (IT investment)
 - a) Systems do not meet business/user needs b) Escalation of costs/time to resolve system
- Ensure continuous service
 - a) Contingency plan not in place/not effective - service delivery affected
- Ensure systems security
 - a) Unauthorised access to data - data could be amended/destroyed/sensitive data made
- Manage problems and incidents (help desk)
 - a) Interruptions to service delivery b) Staff performance adversely affected
- Manage data (File controls)
 - a) Inaccurate/lost data
- EDI
 - a) Inappropriate/inappropriate electronic transactions
- Print Unit
 - a) Inefficient operations b) Delivery targets not met
- Business Continuity Planning
 - a) Fire / flood / terrorism / service delivery
- I.T. Asset Management
 - a) Loss of I.T assets - increased cost on replacement equipment

total

Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
High	SR	15			15		ICT	JG
Low	OR						ICT	JG
Medium	OR				0		ICT	JG
High	SR		15		15		ICT	JG
High	SR		15		15		ICT	JG
High	SR				0		ICT	JG
High	SR		20		20		ICT	JG
High	OR				0		ICT	JG
Medium	OR						ICT	JG
Low	OR						ICT	JG
Low	OR		15		15		ICT	JG
High	SR		20		20		ICT	JG
Medium	OR	15			15		ICT	JG
		30	55	30	115			

Internal Audit Work Programme - by Service
Key risks to be covered

Appendix B
Business Owner

Group Auditor

Head of Community Care (JG)

	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Agency Staff	Medium	OR		15		15		Community Care	JG
Assessment of Needs/Purchase of Care - (MH/LD)	Medium	OR						Community Care	JG
Assessment/Purchase of Care - Respite	Medium	OR		10		10		Community Care	JG
Day centres (3)	Low	OR	4			4		Community Care	JG
total			4	25	0	29			

- a) Inappropriate people could be appointed - risk to client b) Budgets could be exceeded c) Standards of service required not met
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- Establishment reviews - key risks - budgetary control/appropriateness of expenditure

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Internal Audit Work Programme - by Service
Key risks to be covered

Appendix B

Head of Older Peoples Services (JG)	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Residential Homes - Elderly (4)	Low	OR		6	6	6		Older People	JG
Assessment of needs/Purchase of care - Home Care	Medium	OR			20	20		Older People	JG
Assessment of needs/Purchase of care - Respite	Medium	OR		10		10		Older People	JG
Day care centres (5)	Low	OR	4			4		Older People	JG
Assessment/Purchase of Care - Residential	Medium	OR			0	0		Older People	JG
Intermediate Care - Pooled budget	Medium	ADV				0		Older People	JG
O/T - Equipment - pooled budget	Medium	OR		15		15		Older People	JG
Self Assessment	Medium	OR		15		15		Older People	JG
Demography	High	OR	15			15		Older People	JG
total			19	40	26	85			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Head of Housing and Performance (JG)	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Fairer Charging Policy	High	OR	10	10		20		Housing and Performance	JG
Residents Property (Receivership)	Medium	OR	15			15		Housing and Performance	JG
Residents Property - Appointeeship	Medium	OR		15		15		Housing and Performance	JG
Contract Management (Care)	Medium	OR		20		20		Housing and Performance	JG
Direct Payments	High	OR		20		20		Housing and Performance	JG
Common Housing Register / Advice	Low	OR	15			15		Housing and Performance	JG
Homelessness	Low	OR						Housing and Performance	JG
Renovation Grants/Disabled Facility Grants	Medium	ADV				0		Housing and Performance	JG
Housing Strategy	Low	OR				0		Housing and Performance	JG
Age concern joint project	Low	OR	5	5	5	15		Housing and Performance	JG
Supporting People	Medium	OR	20			20		Housing and Performance	JG
Total			65	35	40	140			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Head of Cultural Services (JG)	Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Youth Services (6)	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Medium	OR		5	5	10		Cultural Services	JG
Leisure Centre Management	a) Non compliance with legislation, b) Ineffective contract monitoring and management	High	ADV		20		20		Cultural Services	JG
Sports Centres (3)	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Medium	OR		5		5		Cultural Services	JG
Museums (1)	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Low	OR				0		Cultural Services	JG
Archaeology	a) Non compliance with legislation and government guidelines, b) Ineffective communication between services	Low	OR				0		Cultural Services	JG
Area Teams (2 teams)	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Low	OR		5		5		Cultural Services	JG
Tourist Information Centre	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Low	OR				0		Cultural Services	JG
Adventure Dolphin & Outdoor Youth Activity	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Low	OR		15		15		Cultural Services	JG
Offsite Activities	a) Non compliance with legislation, b) Non achievement of council targets/standards, c) Inappropriate activities undertaken	Medium	OR				0		Cultural Services	JG
Libraries Internet use	a) Inappropriate websites accessed - reputational damage/Council could be fined/complaints made from public	Low	OR						Cultural Services	JG
Libraries Purchasing/stock control	a) Budgets overspent b) Inaccurate financial information for management decisions c) Stock may be misappropriated d) Purchasing arrangements are not cost effective	Medium	OR	20			20		Cultural Services	JG
Libraries Income	a) Loss of stock is not reimbursed, resulting in additional expenditure b) Income collection not maximised	Medium	OR		20		20		Cultural Services	JG
Shaw House	a) Facilities' use/income opportunities are not being maximised b) The facilities do not offer value for money c) Costs are not being effectively controlled	High	OR	15			15		Cultural Services	JG
Archive				15			15		Cultural Services	JG
total				50	50	25	125		Cultural Services	JG

Internal Audit Work Programme - by Service
Key risks to be covered

Appendix B
Business Owner

Head of Countryside and Waste (JG)

Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Nature Discovery Centre	Low	OR			6	6		Countryside and Waste	JG
Grounds Maintenance Con.	Low	OR		15		15		Countryside and Waste	JG
Waste Management and disposal PFI	High	SR		25		25		Countryside and Waste	JG
total			0	40	6	46			

Establishment review - key risks - income not maximised/expenditure not being effectively managed
 a) Contract specification is not met b) Inappropriate/inaccurate payments could be made
 a) Poor waste minimisation b) Low levels of Recycling

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Head of Highways and Transport (SC)	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Structural Maintenance / Engineering	Medium	OR			15	15		Highways Engineering	SC
Traffic Management	Medium	OR		15		15		Highways Engineering	SC
Highway Maintenance (Highways & patrol)	High	OR		15		15		Highways Engineering	SC
Highway spending	High	VFM	15			15		Highways Engineering	SC
Winter Maintenance (contract)	Medium	OR		20		20		Highways Engineering	SC
Home to School Transport / CRB checks	High	OR			15	15		Highways Engineering	SC
Electrical (including Street Lighting)	Low	OR				0		Highways Engineering	SC
Street Naming/numbering	Low	OR		10		10		Highways Engineering	SC
Concessionary Fares / Bus Passes	High	OR			15	15		Highways Engineering	SC
Car Parks	High	OR	20			20		Highways Engineering	SC
Fleet Management	High	OR	20			20		Highways Engineering	SC
total			55	45	60	160			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of Planning and Transport Strategy (JG)

Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Enforcement	Low	OR				0		Planning and Transport	JG
Development Control	High	AFW			20	20		Planning and Transport	JG
Developer contributions	High	AFW	5	20		25		Planning and Transport	JG
Building Control	Low	OR			15	15		Planning and Transport	JG
Transport Strategy	Low	SR	10			10		Planning and Transport	JG
total			15	20	35	70			

- a) Planning Legislation is not adhered to b) Management information is not up-to-date/accurate
- a) Planning Legislation is not adhered to b) Government targets are not met c) Corruption d) Income is not maximised
- a) Planning Legislation is not adhered to b) Corruption c) Income is not maximised
- a) Planning legislation is not adhered to b) Income is not maximised
- a) Government requirements are not met b) Ineffective monitoring/measurement of targets - objectives not achieved

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Head of Public Protection (JG)

	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Health and Safety	Low	OR	15			15		Public Protection	JG
Service requests for intervention	Low	OR				0		Public Protection	JG
Purchase/Disposal of samples	Low	OR	10			10		Public Protection	JG
Emergency Planning	High	SR		20		20		Public Protection	JG
Licensing Reform Income	High	OR		15		15		Public Protection	JG
Taxi licensing	Medium	OR				0		Public Protection	JG
ISO 9000 (TS)	Low	ADV	15			15		Public Protection	JG
total			15	25	35	75			

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Medium

Low

High

High

High

Low

Low

High

Low

High

Medium

High

Medium

High

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Education

Head of Education (SC)

Education Psychologist Service

West Berkshire Training Centre (obsolete)

Secondary Schools (10)

Primary Schools (63)

Formula funding

PLASC (80 schools)

LSC audit

Student Loans/ Grants

Special Needs Recruitment

School admissions policy

Home to School Transport Entitlement

School Meals Contract

Child Protection in Schools

Nursery Schools (2)

Special Schools (2)

Pupil referral units (4)(1 per year)

Central Administration - Childcare Grant

Nursery Provision (multiple)

Extended Schools / After Schools Clubs

Special Needs Assessment & Statementing

Home Tuition

Resource Units (7)

Adult Education

Facilities grant

total

a) Non compliance with legislation, b) Inappropriate/insufficient assessments of need undertaken/produced.

Review of key risks - budgetary control/appropriateness of expenditure, income collection, control of assets.

Review of key risks - budgetary control, income collection, control of assets, school governance

Review of key risks - budgetary control, income collection, control of assets, school governance

a) Non compliance with legislation, b) Ineffective budget builds and subsequent control and monitoring

a) Submission of incorrect returns, b) Inaccurate funding

a) Inaccurate returns to LSC b) Loss of grant

a) Non compliance with legislation, b) Incorrect assessment of entitlement, c) overpayments

a) Incorrect payments/collections, b) Entitlements not identified/obtained, c) Non compliance with legislation/standards

a) Non compliance with legislation, b) Unsuitable school offers, c) Invalid admissions data

a) Employment of inappropriate individuals, b) Misallocation of free transport,

Review of schools not in the contract a) Non compliance with legislation, b) Not meeting service user requirements, c) Contract not effectively monitored

a) Non compliance with legislation, b) Schools are not adequately supported/trained by WBC

Review key risks: Compliance with legislation, accurate completion of grant claims

Review key risks: Compliance with legislation, budgetary control, control of assets,

Review key risks: Compliance with legislation, budgetary control, control of assets,

a) Non compliance with legislation b) Inappropriate payments and awards, c) Insufficient documentary evidence

Review key risks: Compliance with legislation, accurate completion of grant claims

a) Non compliance with government targets/legislation, b) Misuse of grant funds, c) Activities are not effectively monitored

a) Non compliance with legislation, b) Incorrect assessments,

a) Non compliance with legislation/standards, b) Service does not meet requirements of users.

Review key risks: Compliance with legislation, budgetary control, control of assets, Overspend on budgets

a) Non compliance with legislation/guidance, b) Inaccurate/inappropriate claims/payments.

Internal Audit Work Programme - by Service

Key risks to be covered

Appendix B

Group Auditor

Business Owner

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type

Risk Assessment

Head of Children's Services (SC)

Key risks to be covered	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	Low	OR				0		Children's	SC
a) Non compliance with legislation/standards, b) Inaccurate assessments, monitoring of assessments and referrals	Medium	OR				0		Children's	SC
Family Support Service(to include respite purchase: a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets	Medium	OR		15		15		Children's	SC
Purchasing Care - Residential a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets	High	OR				15		Children's	SC
Assessment & collection of contributions a) Non compliance with legislation, b) Incorrect assessments, c)	Medium	OR	15			0		Children's	SC
Foster Care a) Non compliance with legislation/standards, b) Unsuitable placements, c) Incorrect payments	Medium	OR	15			15		Children's	SC
Foster Care Recruitment a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels	Low	OR		15		15		Children's	SC
Adoption - Recruitment, Assessment, Training a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels	Low	OR		20		20		Children's	SC
Payment of Carers a) Non compliance with legislation, b) Incorrect payments, c) Overspends on budget	Medium	OR			10	10		Children's	SC
Unaccompanied Children - Asylum supported, c) Inadequate financial controls re payment of allowances/fraud.	Medium	OR		15		15		Children's	SC
Agency Staff a) Non compliance with legislation, b) Inappropriate people recruited	Medium	OR		15		15		Children's	SC
York House - Family Resource Team Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	LOW	OR				0		Children's	SC
Pooled budget Child & Adolescent mental health a) Effectiveness of arrangements & monitoring, b) Achievement of targets and objectives, c) (section 37 contract) ineffective communication between parties	Low	OR		15		15		Children's	SC
total			30	50	55	135			

Internal Audit Work Programme - by Service
Key risks to be covered

Appendix B
Business Owner
Group Auditor

Other Chargeable work (non service specific)

- Preparation of the audit plan
- Monitoring the audit plan
- Governance and Audit Committee updates
- SIC/Risk Management work
- Audit Follow-ups
- Audit Advice
- Schools Finance Officer Support
- External Professional Liaison

Audit Type - key	
SR Strategic Risk	
KFS Key Financial System	
AFW Anti Fraud Work	
ACW Anti Corruption Work	
VFM Value for Money	
OR Operational Risk	
Sch Schools	
ADV Advisory Audit	

	Risk Assessment	Audit Type	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Preparation of the audit plan			10	10	10	30			
Monitoring the audit plan			15	15	15	45			
Governance and Audit Committee updates			10	10	10	30			
SIC/Risk Management work			15	15	15	45			
Audit Follow-ups			60	60	60	180			
Audit Advice			20	20	20	60			
Schools Finance Officer Support			15	15	15	45			
External Professional Liaison			5	5	5	15			
Total			150	150	150	450			
Contingencies			50	50	50	150			
VFM support	VFM		30	50	50	130			
Total			80	100	100	280			
Planned Audit Days total			1,159	1,308	1,238	3,705			

Internal Audit Work Programme - by type of work

Appendix C

Anti Fraud and Corruption work

Key risks to be covered

- Contract letting
 - a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
 - c) Corruption
- NFI Payroll investigation work
 - a) payroll fraud b) Low score on the U of R
- Travel and Subsistence
 - a) Fraudulent claims b) Inaccurate payments
- Cash Office
 - a) Inaccurate processing of income - affecting cash flow decisions b) Fraud/theft c)
- NFI Benefits investigation work
 - a) Benefits Fraud b) Low score on the U of R
- NFI Creditors investigation work
 - a) Creditors Fraud b) Low score on the U of R
- Income collection - spot checks
 - a) Theft/Fraud
- Petty Cash Imprest Accounts - spot checks
 - a) Theft/Fraud
- Development Control
 - a) Planning Legislation is not adhered to b) Government targets are not met c) Corruption
- Developer contributions
 - a) Planning Legislation is not adhered to b) Corruption c) Income is not maximised

Group Auditor	Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	Key risks to be covered
JG	Head of Finance		20			20	ACW	Medium	
JG	Head of Finance		30	10	10	10	AFW	High	
JG	Benefits and Exchequer		15		15		AFW	Medium	
JG	Benefits and Exchequer		0				AFW	Medium	
JG	Benefits and Exchequer		30	10	10	10	AFW	High	
JG	Benefits and Exchequer		30	10	10	10	AFW	High	
JG	Head of Finance		60	20	20	20	AFW	Medium	
JG	Head of Finance		60	20	20	20	AFW	Low	
JG	Planning and Transport		20	20			AFW	High	
JG	Planning and Transport		25		20	5	AFW	High	

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

Contract letting
 a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
 c) Corruption

Key Financial Systems

Payroll / PAYE (managed audit)

Accounts Payable (managed audit)

Accounts Receivable (managed audit)

National Non-domestic Rates (managed audit)

Housing Benefits (managed audit)

Council Tax (managed audit)

General Ledger (managed audit)

Fixed Asset Register (managed audit)

Treasury Management (managed audit)

a) Ghost employees set up b) Inaccurate payments made c) Inaccurate deductions made
 a) Inappropriate/fraudulent payments b) budgets exceeded
 a) Council's cashflow affected b) Income not maximised
 a) Non compliance with legislation b) Inaccurate calculation of contribution to pool c) Qualified accounts
 a) Non compliance with legislation b) Inaccurate/inappropriate payments made c) Accounts qualified
 a) Non compliance with legislation b) Income collection not maximised c) Accounts qualified
 a) Inaccurate information for management decisions b) Budgets exceeded c) Qualified accounts
 a) Non compliance with accounting standards b) Qualified Accounts
 a) Inappropriate cashflow decisions - income not maximised b) Legislation/Internal policies not complied with

Appendix C

Group Auditor	Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type ACW	Risk Assessment Medium	Key risks to be covered
JG	Head of Finance		20			20	ACW	Medium	a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation c) Corruption
JG	Benefits and Exchequer	October	55	20	15	20	KFS	High	a) Ghost employees set up b) Inaccurate payments made c) Inaccurate deductions made
JG	Benefits and Exchequer	November	45	15	15	15	KFS	High	a) Inappropriate/fraudulent payments b) budgets exceeded
JG	Benefits and Exchequer	November	45	15	15	15	KFS	High	a) Council's cashflow affected b) Income not maximised
JG	Benefits and Exchequer	June	60	20	20	20	KFS	High	a) Non compliance with legislation b) Inaccurate calculation of contribution to pool c) Qualified accounts
JG	Benefits and Exchequer	May	60	20	20	20	KFS	High	a) Non compliance with legislation b) Inaccurate/inappropriate payments made c) Accounts qualified
JG	Benefits and Exchequer	August	60	20	20	20	KFS	High	a) Non compliance with legislation b) Income collection not maximised c) Accounts qualified
JG	Head of Finance	August	60	20	20	20	KFS	High	a) Inaccurate information for management decisions b) Budgets exceeded c) Qualified accounts
JG	Head of Finance	April/May	15	5	5	5	KFS	High	a) Non compliance with accounting standards b) Qualified Accounts
JG	Head of Finance	September	30	10	10	10	KFS	Low	a) Inappropriate cashflow decisions - income not maximised b) Legislation/Internal policies not complied with

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

Contract letting
 a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
 c) Corruption

Strategic Risks

Waste Management and disposal PF1

a) Poor waste minimisation b) Low levels of Recycling

Insurance

a) Inappropriate assessment of uninsured losses b) inaccurate claims record for management information

Governance / Risk Management

a) Non compliance with CPA requirements b) Ineffective framework for SIC reporting

Health and Safety

a) Non compliance with H&S Legislation - legal action/penalties

Use of Consultants

a) Fined by the Inland Revenue b) Inappropriate people being appointed c) Insufficient budget available to meet the consultants costs d) Scope of work not clearly defined - work not completed on time/to required standard

Contract monitoring

a) Non-compliance with Contract rules of Procedure b) Contract spec not met c) Contract costs exceeded

Procurement (service role)

a) Inappropriate suppliers used b) Inefficient purchasing practices (Gershon)

Budget Monitoring

a) Inaccurate information b) poor decision making

Capital planning / programme

a) Ineffective project management - budgets exceeded/deadlines exceeded/outcome does not meet client needs

MTFS

a) Council's financial targets are not realised b) Budget pressures c) Increases in Council Tax

Recruitment (process)

a) Delays in appointing staff - disruption to service delivery b) Non compliance with employment legislation C) CRB failure

Absence Management

a) Council's sickness policy not being adhered to b) Inaccurate information for performance management

Code of Conduct / HR Policies & Procedures

a) Staff not being managed consistently/to the Council's standards required standards b) New managers not being aware of the required standards and related procedures

Establishment Control

a) Inaccurate information b) Poor cost control c) Poor resource management

Training

a) failure to develop / retain staff

I.T. Strategy

a) Does not meet changing needs of the organisation b) Progress not measured/monitored - objectives not achieved

Project Management (IT investment)

a) Systems do not meet business/user needs b) Escalation of costs/time to implement

Post Implementation Reviews (IT investment)

a) Systems do not meet business/user needs b) Escalation of costs/time to resolve system issues

Ensure continuous service

a) Contingency plan not in place/not effective - service delivery affected

Ensure systems security

a) Unauthorised access to data - data could be amended/destroyed/sensitive data made public

Business Continuity Planning

a) Flu / fire / flood / terrorism / service delivery

Governance arrangements

a) Illegal Decisions b) Poor decision making structures c) Ineffective rules of procedure

Transport Strategy

a) Government requirements are not met b) Ineffective monitoring/measurement of targets - objectives not achieved

LAA/PSA2

a) Targets not achieved b) Governance framework not in place c) Ineffective communication between parties

Service Planning

Service Delivery / intervention / CPA

Performance Management

Legal obligations / service delivery

Partnership development

a) Governance arrangements weak

Grants (inc Economic Development)

Recession / Downturn in economy

PSA2

a) Failure to deliver against targets

Appendix C

Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	Key risks to be covered
Head of Finance		20			20	ACW	Medium	a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation c) Corruption
Countryside and Waste		25		25		SR	High	a) Poor waste minimisation b) Low levels of Recycling
Head of Finance		20		20		SR	Low	a) Inappropriate assessment of uninsured losses b) inaccurate claims record for management information
Head of Finance		30	15		15	SR	High	a) Non compliance with CPA requirements b) Ineffective framework for SIC reporting
Head of Finance		15			15	SR	Medium	a) Non compliance with H&S Legislation - legal action/penalties
Head of Finance		15			15	SR	Medium	a) Fined by the Inland Revenue b) Inappropriate people being appointed c) Insufficient budget available to meet the consultants costs d) Scope of work not clearly defined - work not completed on time/to required standard
Head of Finance		20		20		SR	Medium	a) Non-compliance with Contract rules of Procedure b) Contract spec not met c) Contract costs exceeded
Head of Finance		0				SR	High	a) Inappropriate suppliers used b) Inefficient purchasing practices (Gershon)
Head of Finance		20			20	SR	High	a) Inaccurate information b) poor decision making
Head of Finance		25			25	SR	High	a) Ineffective project management - budgets exceeded/deadlines exceeded/outcome does not meet client needs
Head of Finance		15		15		SR	High	a) Council's financial targets are not realised b) Budget pressures c) Increases in Council Tax
HR		20		20		SR	High	a) Delays in appointing staff - disruption to service delivery b) Non compliance with employment legislation C) CRB failure
HR		15			15	SR	High	a) Council's sickness policy not being adhered to b) Inaccurate information for performance management
HR		30		15	15	SR	Medium	a) Staff not being managed consistently/to the Council's standards required standards b) New managers not being aware of the required standards and related procedures
HR		20			20	SR	High	a) Inaccurate information b) Poor cost control c) Poor resource management
HR		15		15		SR	Medium	a) failure to develop / retain staff
ICT		15			15	SR	High	a) Does not meet changing needs of the organisation b) Progress not measured/monitored - objectives not achieved
ICT		15		15		SR	High	a) Systems do not meet business/user needs b) Escalation of costs/time to implement
ICT		15		15		SR	High	a) Systems do not meet business/user needs b) Escalation of costs/time to resolve system issues
ICT		0				SR	High	a) Contingency plan not in place/not effective - service delivery affected
ICT		20		20		SR	High	a) Unauthorised access to data - data could be amended/destroyed/sensitive data made public
ICT		20		20		SR	High	a) Flu / fire / flood / terrorism / service delivery
Legal		15			15	SR	Medium	a) Illegal Decisions b) Poor decision making structures c) Ineffective rules of procedure
Planning and Transport		10			10	SR	Low	a) Government requirements are not met b) Ineffective monitoring/measurement of targets - objectives not achieved
Policy and Communication		25			25	SR	High	a) Targets not achieved b) Governance framework not in place c) Ineffective communication between parties
Policy and Communication		0				SR	Medium	Service Delivery / intervention / CPA
Policy and Communication		20		20		SR	High	Legal obligations / service delivery
Policy and Communication		15			15	SR	Medium	a) Governance arrangements weak
Policy and Communication		30		15	15	SR	Low	Recession / Downturn in economy
Policy and Communication		0				SR	Medium	a) Failure to deliver against targets

Appendix C

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

Contract letting	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Complaints / Code of Conduct	20			20		Head of Finance	JG
Data Protection / Freedom of Information			20	20		Policy and Communication	SC
Scrutiny	10			10		Policy and Communication	SC
Intranet/Internet/Communication/Publications	15			15		Policy and Communication	SC
Asset management				0		Policy and Communication	SC
Project Management				0		Property	SC
Emergency Planning			20	20		Public Protection	JG

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

Contract letting
 a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
 c) Corruption

Operational (service) Risks

F Car Loans & Car Leasing

Cashtecroft

Assessment of Need

Family Support Service(to include respite purcha: a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets

Purchasing Care - Residential

a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets

Assessment & collection of contributions

Foster Care

a) Non compliance with legislation, b) Incorrect assessments, c) Inappropriate placements, c) Incorrect payments
 a) Non compliance with legislation/standards, b) Unsuitable placements, c) Incorrect payments

Foster Care Recruitment

a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels

Adoption - Recruitment, Assessment, Training

a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels

Payment of Carers

Agency Staff

York House - Family Resource Team

Pooled budget Child & Adolescent mental health (section 37 contract)

Agency Staff

a) Non compliance with legislation, b) Incorrect payments, c) Overspends on budget
 a) Non compliance with legislation, b) Inappropriate people recruited
 Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 a) Effectiveness of arrangements & monitoring, b) Achievement of targets and objectives, c) Ineffective communication between parties

a) Inappropriate people could be appointed - risk to client b) Budgets could be exceeded c) Standards of service required not met

Assessment of Needs/Purchase of Care - (MH/LD)

Assessment/Purchase of Care - Respite

Day centres (3)

Nature Discovery Centre

Grounds Maintenance Con.

a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
 a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent

Establishment reviews - key risks - budgetary control/appropriateness of expenditure
 Establishment review - key risks - income not maximised/expenditure not being effectively managed

a) Contract specification is not met b) Inappropriate/inaccurate payments could be made

Youth Services (6)

Sports Centres (3)

Museums (1)

Archaeology

Area Teams (2 teams)

Tourist Information Centre

Adventure Dolphin & Outdoor Youth Activity

Offsite Activities

Libraries internet use

Libraries Purchasing/stock control

Libraries Income

Shaw House

a) Contract specification is not met b) Inappropriate/inaccurate payments could be made

Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 a) Non compliance with legislation and government guidelines, b) Ineffective communication between services

Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.
 a) Non compliance with legislation, b) Non achievement of council targets/standards, c) Inappropriate activities undertaken

a) Inappropriate websites accessed - reputational damage/Council could be fined/complaints made from public

a) Budgets overspent b) Inaccurate financial information for management decisions c) Stock may be misappropriated d) Purchasing arrangements are not cost effective

a) Loss of stock is not reimbursed, resulting in additional expenditure b) Income collection not maximised

a) Facilities' use/income opportunities are not being maximised b) The facilities do not offer value for money c) Costs are not being effectively controlled

Appendix C

Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	Key risks to be covered	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Head of Finance		20			20	ACW	Medium	a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation c) Corruption	20			20		Head of Finance	JG
Benefits and Exchequer Children's Children's		20		20		OR	Low	a) Inaccurate payroll deductions b) Non compliance with Inland Revenue requirements				20		Benefits and Exchequer Children's Children's	JG
Children's Children's		0				OR	Low	Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.				0		Children's Children's	SC
Children's Children's		0				OR	Medium	a) Non compliance with legislation/standards, b) Inaccurate assessments, monitoring of assessments and referrals				0		Children's Children's	SC
Children's		15	15			OR	Medium	Family Support Service(to include respite purcha: a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets	15			15		Children's	SC
Children's		15			15	OR	High	Purchasing Care - Residential a) Non compliance with legislation, b) Inappropriate packages, c) Overspends on budgets	15			15		Children's	SC
Children's Children's		0				OR	Medium	Assessment & collection of contributions				0		Children's Children's	SC
Children's Children's		15			15	OR	Medium	Foster Care a) Non compliance with legislation, b) Incorrect assessments, c) Inappropriate placements, c) Incorrect payments a) Non compliance with legislation/standards, b) Unsuitable placements, c) Incorrect payments	15			15		Children's Children's	SC
Children's Children's		15	15			OR	Low	Foster Care Recruitment a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels	15			15		Children's Children's	SC
Children's Children's		20		20		OR	Low	Adoption - Recruitment, Assessment, Training a) Non compliance with legislation, b) Ineffective training/strategies in place, c) Inappropriate people recruited, d) Insufficient staffing levels	20			20		Children's Children's	SC
Children's Children's		10	10			OR	Medium	Payment of Carers a) Non compliance with legislation, b) Inappropriate people recruited	10			10		Children's Children's	SC
Children's Children's		15		15		OR	Medium	Agency Staff a) Non compliance with legislation, b) Inappropriate people recruited	15			15		Children's Children's	SC
Children's Children's		0				OR	LOW	York House - Family Resource Team Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.				0		Children's Children's	SC
Children's Children's		15	15	15		OR	Low	Pooled budget Child & Adolescent mental health (section 37 contract) a) Effectiveness of arrangements & monitoring, b) Achievement of targets and objectives, c) Ineffective communication between parties	15	15	15	15		Children's Children's	SC
Community Care		15		15		OR	Medium	Agency Staff a) Inappropriate people could be appointed - risk to client b) Budgets could be exceeded c) Standards of service required not met	15			15		Community Care	JG
Community Care						OR	Medium	Assessment of Needs/Purchase of Care - (MH/LD) a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent						Community Care	JG
Community Care		10		10		OR	Medium	Assessment/Purchase of Care - Respite a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent	10			10		Community Care	JG
Community Care		4			4	OR	Low	Day centres (3) Establishment reviews - key risks - budgetary control/appropriateness of expenditure	4			4		Community Care	JG
Countryside and Waste		6	6			OR	Low	Nature Discovery Centre Establishment review - key risks - income not maximised/expenditure not being effectively managed	6	6		6		Countryside and Waste	JG
Countryside and Waste		15		15		OR	Low	Grounds Maintenance Con. a) Contract specification is not met b) Inappropriate/inaccurate payments could be made	15			15		Countryside and Waste	JG
Cultural Services		10		5		OR	Medium	Youth Services (6) Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	10	5		10		Cultural Services	JG
Cultural Services		5		5		OR	Medium	Sports Centres (3) Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	5	5		5		Cultural Services	JG
Cultural Services		0				OR	Low	Museums (1) Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.				0		Cultural Services	JG
Cultural Services		0				OR	Low	Archaeology a) Non compliance with legislation and government guidelines, b) Ineffective communication between services				0		Cultural Services	JG
Cultural Services		5		5		OR	Low	Area Teams (2 teams) Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	5	5		5		Cultural Services	JG
Cultural Services		0				OR	Low	Tourist Information Centre Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.				0		Cultural Services	JG
Cultural Services		15	15			OR	Low	Adventure Dolphin & Outdoor Youth Activity Review of key risks: Budgetary control, control of assets & cash, appropriate expenditure.	15	15		15		Cultural Services	JG
Cultural Services		0				OR	Medium	Offsite Activities a) Non compliance with legislation, b) Non achievement of council targets/standards, c) Inappropriate activities undertaken				0		Cultural Services	JG
Cultural Services						OR	Low	Libraries internet use a) Inappropriate websites accessed - reputational damage/Council could be fined/complaints made from public						Cultural Services	JG
Cultural Services		20			20	OR	Medium	Libraries Purchasing/stock control a) Budgets overspent b) Inaccurate financial information for management decisions c) Stock may be misappropriated d) Purchasing arrangements are not cost effective	20			20		Cultural Services	JG
Cultural Services		20		20		OR	Medium	Libraries Income a) Loss of stock is not reimbursed, resulting in additional expenditure b) Income collection not maximised	20	20		20		Cultural Services	JG
Cultural Services		15			15	OR	High	Shaw House a) Facilities' use/income opportunities are not being maximised b) The facilities do not offer value for money c) Costs are not being effectively controlled	15			15		Cultural Services	JG

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

Appendix C

Business Owner

Group Auditor

Contract letting	2007-08 Days	2008-09 Days	2009-10 Days	TOTAL Days	Fieldwork Date	Business Owner	Group Auditor
Education Psychologist Service	20	10		20		Head of Finance	JG
West Berkshire Training Centre (obsolete)						Education	SC
Formula funding		15		15		Education	SC
Student Loans/ Grants			15	15		Education	SC
Special Needs Recruitment				0		Education	SC
School admissions policy			10	10		Education	SC
Home to School Transport Entitlement	15			15		Education	SC
School Meals Contract	15			15		Education	SC
Child Protection in Schools		15		15		Education	SC
Central Administration - Childcare Grant	15			15		Education	SC
Nursery Provision (multiple)	15			15		Education	SC
Extended Schools / After Schools Clubs				0		Education	SC
Special Needs Assessment & Statementing			10	10		Education	SC
Home Tuition			10	10		Education	SC
Resource Units (7)			10	10		Education	SC
Adult Education			10	10		Education	SC
Facilities grant			15	15		Education	SC
Bank Reconciliation				0		Head of Finance	JG
VAT			15	15		Head of Finance	JG
Structural Maintenance / Engineering			15	15		Highways	SC
Traffic Management		15		15		Engineering	SC
Highway Maintenance (Highways & patrol)			15	15		Highways	SC
Winter Maintenance (contract)		20		20		Engineering	SC
Home to School Transport / CRB checks			15	15		Highways	SC
Electrical (including Street Lighting)				0		Engineering	SC
Street Naming/numbering		10		10		Highways	SC
Concessionary Fares / Bus Passes			15	15		Engineering	SC
Car Parks	20			20		Highways	SC
Fairer Charging Policy	10			10		Engineering	JG

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

- a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
- c) Corruption
- a) Misappropriation of client property b) Inaccurate records of level/type of property held c)
- Non compliance with legislation
- a) Misappropriation of client property b) Inaccurate records of level/type of property held c)
- Non compliance with legislation
- a) Care provision not formalised/not monitored - escalation of costs/ care standards not met
- b) Service unaware of number/value of contracts
- a) Non compliance with legislation b) Inaccurate payments c) Inappropriate use of bank account d) Clients needs not met
- a) Legislation is not adhered to b) Register not appropriately administered
- a) Legislation not adhered to b) Accommodation is not obtained promptly/cost effectively
- a) Strategy not in accordance with legislation b) Ineffective monitoring of progress - objectives not met
- Non compliance with grant conditions re audit coverage
- a) Non-compliance with legislation b) Client needs not met/monitored c) Adherence to contract standard not reviewed/monitored
- a) Non compliance with legislation (software licenses)
- a) Inappropriate changes b) Changes do not meet the needs of users c) Changes not operationally effective
- a) Interruptions to service delivery b) Staff performance adversely affected
- a) Inaccurate/lost data
- a) Inaccurate/inappropriate electronic transactions
- a) Inefficient operations b) Delivery targets not met
- a) Loss of I.T assets - increased cost on replacement equipment
- a) Ineffective budgetary control, b) Insufficient control of income, c) Insufficient control of assets, d) Inappropriate expenditure
- a) Ineffective budgetary control
- a) Incorrect submission of charges by WB, b) Ineffective communication with Children's services, c) Cases wrongly undertaken by WB, d) Reading costs in WB figures
- a) Non compliance with legislation, b) Inappropriate entries on register, c) Incorrect
- a) Non compliance with legislation b) Income collection not effective
- Establishment review - key risks - budgetary control/appropriateness of expenditure
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- Establishment reviews - key risks - budgetary control/appropriateness of expenditure
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- a) Ineffective governance/communication between parties b) Effectiveness of arrangement not monitored - objectives not achieved/budgets exceeded
- a) Legislation is not adhered to b) Inappropriate care packages c) Budgets could be overspent
- a) Poor medium term planning b) budget pressures c) service cuts
- a) Planning Legislation is not adhered to b) Management information is not up-to-date/accurate
- a) Planning legislation is not adhered to b) Income is not maximised

Appendix C

Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	2007-08 Days	2008-09 Days	2009-10 Days	Fieldwork Date	Business Owner	Group Auditor
Head of Finance		20			20	ACW	Medium					Head of Finance	JG
Housing and Performance		15			15	OR	Medium					Housing and Performance	JG
Housing and Performance		15		15		OR	Medium					Housing and Performance	JG
Housing and Performance		20		20		OR	Medium					Housing and Performance	JG
Housing and Performance		20		20		OR	High					Housing and Performance	JG
Housing and Performance		15			15	OR	Low					Housing and Performance	JG
Housing and Performance						OR	Low					Housing and Performance	JG
Housing and Performance		0				OR	Low					Housing and Performance	JG
Housing and Performance		15	5	5	5	OR	Low					Housing and Performance	JG
Housing and Performance		20			20	OR	Medium					Housing and Performance	JG
ICT		0				OR	Low					ICT	JG
ICT		0				OR	Medium					ICT	JG
ICT		0				OR	High					ICT	JG
ICT		15		15		OR	Low					ICT	JG
ICT		15			15	OR	Medium					ICT	JG
Legal						OR	Low					Legal	SC
Legal		10				OR	High			10		Legal	SC
Legal		20		20		OR	Medium					Legal	SC
Legal		0				OR	Low					Legal	SC
Legal		15			15	OR	Low					Legal	SC
Older People		6		6		OR	Low			6		Older People	JG
Older People		20		20		OR	Medium			20		Older People	JG
Older People		10		10		OR	Medium					Older People	JG
Older People		4			4	OR	Low					Older People	JG
Older People		0				OR	Medium					Older People	JG
Older People		15		15		OR	Medium					Older People	JG
Older People		15		15		OR	Medium					Older People	JG
Older People		15		15		OR	High					Older People	JG
Older People		0				OR	Low					Older People	JG
Older People		15		15		OR	Low					Older People	JG

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

- Contract letting
 - a) Non-compliance with Contract rules of Procedure
 - b) Non compliance with EU legislation
 - c) Corruption
- Members expenses
 - a) Inappropriate payments, b) Over payments on budgets, c) Non compliance with legislation/policies
- Commercial Rents
 - a) Non compliance with legislation, b) Loss of income/increased void periods, c) Misappropriation of leases
- Building Maintenance
 - a) Ineffective maintenance programme, b) Non compliance with legislation (internal, EU tendering policies)
- Facilities Management
 - a) Poorly maintained facilities, compromised H&S, b) Theft of stock items, c) Ineffective out of hours service
- Health and Safety
 - a) Non compliance with Legislation
 - b) Service targets not achieved
- Service requests for intervention
 - a) Non compliance with Legislation
 - b) Customer complaints
- Purchase/Disposal of samples
 - a) Inappropriate expenditure incurred
 - b) Non compliance with disposal procedures
- Licensing Reform Income
 - a) Non compliance with Legislation
 - b) Ineffective income collection
- Taxi licensing
 - a) Inappropriate granting of licenses
 - b) Ineffective income collection
- Fleet Management
 - a) Use of vehicles
 - b) contracts for none fleet transport
- Unaccompanied Children - Asylum
 - a) Non compliance with legislation, b) Asylum seekers/care leavers are not adequately supported, c) Inadequate financial controls re payment of allowances/fraud.

Appendix C

Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	Key risks to be covered
Head of Finance		20			20	ACW	Medium	
Policy and Communication Property		15		15		OR	Medium	
Property		20			20	OR	High	
Property		20			20	OR	High	
Property		20			20	OR	Medium	
Public Protection		15		15		OR	Low	
Public Protection		0				OR	Low	
Public Protection		10		10		OR	Low	
Public Protection		15	15			OR	High	
Public Protection		0				OR	Medium	
Public Protection		20			20	OR	High	
		15	15			OR	Medium	

Internal Audit Work Programme - by type of work
 Key risks to be covered

Appendix C

Group Auditor JG

Business Owner Head of Finance

Fieldwork Date

TOTAL Days 20

2009-10 Days

2008-09 Days

2007-08 Days 20

Audit Type ACW

Risk Assessment Medium

Contract letting
 a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
 c) Corruption

Schools

Secondary Schools (4)	Primary Schools (6)	PLASC (80 schools)	LSC audit	Nursery Schools (2)	Special Schools (2)	Pupil referral units (4)(1 per year)
Review of key risks - budgetary control, income collection, control of assets, school governance.	Review of key risks - budgetary control, income collection, control of assets, school governance.	a) Submission of incorrect returns, b) Inaccurate funding	a) Inaccurate returns to LSC b) Loss of grant	Review key risks: Compliance with legislation, accurate completion of grant claims	Review key risks: Compliance with legislation, budgetary control, control of assets	Review key risks: Compliance with legislation, budgetary control, control of assets,
100	396	0	0	14	20	20
0	0	0	0	7	7	10
Education	Education	Education	Education	Education	Education	Education
SC	SC	SC	SC	SC	SC	SC

Governance & Audit Committee - 2007-03-26 (Items to Follow)

Internal Audit Work Programme - by type of work

Anti Fraud and Corruption work

Key risks to be covered

- Contract letting
- a) Non-compliance with Contract rules of Procedure b) Non compliance with EU legislation
- c) Corruption

Value for Money and Advisory work

- Highway spending
- a) Upper quartile spending b) High levels of roads in need of repair

VFM support

Leisure Centre Management

Renovation Grants/Disabled Facility Grants

- To be determined by the D4 Group
- a) Non compliance with legislation, b) Ineffective contract monitoring and management
- a) Grants not awarded in accordance with legislation/Council procedures b) Records not up-to-date/accurate
- a) Ineffective governance/communication between parties b) Effectiveness of arrangement
- a) Non compliance with quality standard defined procedures

Intermediate Care - Pooled budget

ISO 9000 (TS)

Appendix C

Business Owner	Fieldwork Date	TOTAL Days	2009-10 Days	2008-09 Days	2007-08 Days	Audit Type	Risk Assessment	Group Auditor
Head of Finance		20			20	ACW	Medium	JG
Highways & Engineering		15			15	VFM	High	SC
Cultural Services Housing and Performance		130	50	50	30	VFM	High	JG
Older People		20		20		ADV	Medium	JG
Public Protection		0				ADV	Medium	JG
		0				ADV	Low	JG
		15			15	ADV	Low	JG

Appendix C

Internal Audit Work Programme - by type of work

Key risks to be covered

- a) Non-compliance with Contract rules of Procedure
- b) Non compliance with EU legislation
- c) Corruption

Anti Fraud and Corruption work

Contract letting

Other Productive Work

- Schools Finance Officer Support
- Audit Advice
- Monitoring the audit plan
- Audit Follow-ups
- SIC/Risk Management work
- External Professional Liaison
- Preparation of the audit plan
- Governance and Audit Committee updates
- Contingencies

Group Auditor
JG

Business Owner
Head of Finance

Fieldwork Date

TOTAL Days

2009-10 Days

2008-09 Days

2007-08 Days

Audit Type
ACW

Risk Assessment
Medium

Contract letting	15	20	20	15	15	20	45
Schools Finance Officer Support	20	20	20	20	20	20	60
Audit Advice	15	15	15	15	15	15	45
Monitoring the audit plan	60	60	60	60	60	60	180
Audit Follow-ups	15	15	15	15	15	15	45
SIC/Risk Management work	5	5	5	5	5	5	15
External Professional Liaison	10	10	10	10	10	10	30
Preparation of the audit plan	10	10	10	10	10	10	30
Governance and Audit Committee updates	50	50	50	50	50	50	150
Contingencies							