

## Corporate Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update
SR1	Inability of Council to make savings as identified in the Medium Term Financial Strategy and to delivered a balanced outturn for 2023/2024 and 2024/2025,	<p>Negative impact on the Council's budget.</p> <p>Council exhausts reserves to balance the budget.</p> <p>Reduce services / resources.</p> <p>Section 114 notice required to be issued by Chief Finance Officer leading to cessation of non-essential spend and essential service provision at minimal level.</p> <p>Reputational damage.</p>	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	4	8	<p>Savings are managed through the Future Tandridge Programme Governance, of which the Chief Executive is Senior Reporting Officer. Savings are also included in regular financial monitoring. Actions in place:</p> <ul style="list-style-type: none"> <li>- Robust budget monitoring and if appropriate, corrective action to ensure spending in line with the budget.</li> <li>- Range of actions (savings and other budget improvement measures) to address current and future financial environment to inform future business and budget planning</li> <li>- Fortnightly Programme and Benefits Delivery Board meetings of EMT chaired by the CFO.</li> <li>- Weekly EMT or MT meeting as escalation point.</li> <li>- Programme Team provides oversight on delivery including action tracking and risk register updates.</li> <li>- Specific governance arrangements for key savings areas.</li> <li>- Named owners for all savings and risks.</li> <li>- Fully allocated savings plan for 2023/2024.</li> <li>- Increased contingency held in the 2023/2024 budget.</li> <li>- Detailed savings planning for 2024/2025.</li> </ul>	<p>At outturn, 94% of savings for 2022/2023 were achieved. The Council completed the year with a small 1% surplus on budget.</p> <p>The 2023/2024 savings plan was approved by Council on 9 February at £1.7m. Delivery is tracked monthly and reported to each Strategy and Resources and Audit and Scrutiny. Currently 11% (£186k) is RAG rated Red or Black, with 16% (£272k) rated amber. This profile is typical at this point in the year and the amber value is under continual review.</p> <p>A savings realisation audit for 2022/2023 gave 'substantial' assurance and the audit will be repeated in 2023/2024.</p> <p>Budget planning for 2024/25 is under way with the expectation of presenting a balanced draft budget in November, with further refinement to take place in advance of the January Committee cycle.</p>
SR4	Failure to meet rental income targets due to market difficulties of renting out council assets and current business tenants not able to make rent payments.	<p>Increased risk of tenants (private and public) struggling to meet rental obligations.</p> <p>Reduced cash flow and impact on budget.</p> <p>Continued economic uncertainty creating increase in interest rates and inflationary pressures such as energy, workforce costs, supply chain pressures and invasion of Ukraine.</p> <p>Changes in ways of doing business, such as online shopping and increased potential of working from home – less office space needed.</p> <p>Increased vacancies following expiring contracts / insolvencies.</p>	Chief Finance Officer & S151 Mark Hak-Sanders	3	3	9	<p>Close contact with tenants and clear understanding of their cashflow issues.</p> <p>Offering short-term rent free periods and deferred payment schemes for previously strong tenants.</p> <p>Proactive, rational and flexible approach to rents negotiations.</p> <p>Proactively seek new lettings and maximising income from existing assets.</p> <p>Good understanding of the local property market and national movement across all sectors.</p> <p>Positive relationship with private tenants.</p> <p>Proactive relationship with council tenants around debt.</p> <p>Proactive engagement with all tenants identified to be at risk (factors include covenant deterioration, payment history and business sector)</p> <p>Proactively seeking rent deposits and/or guarantors where possible for new lettings</p>	Mitigations are ongoing.

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SR5	Council is subject to a cybersecurity attack	Data breach.  Impact on delivery of services  Reputational damage.	Chief Finance Officer & S151 Mark Hak-Sanders	2	4	8	<p>Cyber Essentials certification in place.</p> <ul style="list-style-type: none"> <li>- Access to systems and data strictly controlled and data held securely to ensure it is only available as permitted and not at risk of loss or compromise</li> <li>Regular testing of the ICT security perimeter (firewalls), monitoring for new vulnerabilities of systems and a cycle of ensuring all system versions are up to date is in place.</li> <li>- Regular patching cycle of server and desktop infrastructure and also monthly review of security systems (Proxy server, firewalls, switches, backup software, HCI software)</li> <li>Council information governance, which includes cyber security elements, is reviewed quarterly and formally assessed annually. Information governance Board in place. The IT Acceptable Use Policy (AUP) updated with relevant guidance and information on cyber security risks</li> </ul> <p>Scheduled cyber security test exercises. IT staff undertake courses and webinars to keep abreast of emerging trends in cyber security</p>	<p>This is a risk we tolerate because even with the most robust measures it is impossible to fully mitigate against an attack.</p> <p>The team is working with DLUCH to review all procedures and has received funding to support the work.</p>
SR9	Delivering climate change action plan in set timescales.	Delays to reducing operational carbon emissions in line with the 2030 ambition. Negative impact on reputation - Council declared a climate change emergency in 2020. Increased likelihood of flooding impacting properties Extreme weather (heat and cold) impacting vulnerable residents Extreme weather having a greater impact on the day to day delivery of services Detrimental impact on the local environment	Head of Policy and Communications Giuseppina Valenza	3	3	9	<p>Agree to tolerate residual risk as programme is not one of the Council's critical / statutory services.</p> <p>Work underway to co-ordinate and drive forward climate change mitigation activities.</p> <p>Officers involved in various county wide working groups to maintain knowledge and awareness of current activities.</p> <p>EV charging project has been agreed subject to financial and legal sign off.</p> <p>Well rehearsed plans to manage severe weather impact in place.</p>	<p>Services are working to mitigate climate change.</p> <p>Review and co-ordination of activity underway.</p> <p>Developing new action plan and co-ordinated approach to mitigation.</p>

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SR10	Organisational capacity to deliver is impacted	<p>If the organisation does not have capacity to deliver services this has implications for statutory services and could lead to service failure. Capacity problems increase turnover and absence and adversely affect wellbeing and productivity levels. Creates impact on service levels and increasing financial cost to the Council. Issues with significant gap between demands on employees and what they can realistically deliver. This can impact:</p> <ul style="list-style-type: none"> <li>• Ability to recruit and retain talented staff</li> <li>• Effective prioritisation of key workstreams</li> <li>• Ability to respond to additional priorities</li> <li>• Managing public expectations of service delivery</li> </ul>	Chief Executive David Ford	3	3	9	<p>Efficient and effective recruitment and retention processes with targeted HR support and advice provided to hiring managers in place.</p> <p>Actions being embedded: Annual service and budget planning process aligned with the capacity of the organisation. Review of recruitment process. Use of skills matrix to identify gaps. Employing apprentices to grow own talent. Training and development of middle managers. Wider cultural change programme underway</p> <p><b>Actions to be taken</b> Development of People Plan.</p>	<p>The Council must ensure it has the capacity to achieve the priorities in the Corporate Plan and to ensure the effective delivery of services.</p> <p>Future Tandridge Programme has reduced the size of some teams, which has had an impact on capacity.</p> <p>Digital project will impact all staff and require support and engagement from all teams if it is to be successful.</p> <p>The likelihood score has increased due to the difficulty recruiting a Human Resources Organisational Development specialist, whose focus would be to lead, drive and deliver the actions detailed. The Council is working with Reigate and Banstead to recruit to that post. Some of the actions are being delivered, for example there are internal working groups reviewing recruitment. Training and development is being offered to middle managers.</p> <p>While recruitment is underway to various posts, until those posts are filled the likelihood rating remains high. Recruitment is difficult in some areas.</p>
SR12	Corporate Health and Safety policies and procedures not in place	<p>Failing to have good Health and Safety arrangements in place, could lead to loss of service and / or preventable accidents to and ill health of staff, contractors, public or others.</p> <p>This risk is informed by a number of factors, including:</p> <ul style="list-style-type: none"> <li>• Compliance with Health and Safety at Work Act</li> <li>• Continuing to reduce the risk of COVID-19 transmission</li> <li>• Civil Duty</li> <li>• Moral and Public Duty</li> </ul>	Head of Operations Simon Mander	2	3	6	<p>Corporate Health and Safety Policy, arrangements and procedures in place</p> <ul style="list-style-type: none"> <li>- Regular reviews of health and safety arrangements by Health and Safety consultant</li> <li>- Health and Safety action plan in place</li> <li>- Employee induction includes focus on Health and Safety and all employees provided with Health and Safety Guidance with guidance. This includes effective communication and engagement with Staff Hub. Health and Safety Group, and use of external Health and Safety advice</li> <li>- Lone working procedure in place</li> <li>- Fire risk assessments in place for relevant Council properties</li> <li>- Arrangements with partner organisations/contractors to ensure appropriate Health and Safety requirements are in place</li> <li>- IOSH Health and Safety training undertaken.</li> </ul>	<p>Work to improve health and safety is ongoing.</p>

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P1	Implications of draft Tandridge Local plan 2033 being found unsound by the Inspector	<p>Financial cost to the Council in potentially having to defend inappropriate planning applications at appeal. Risk of development coming forward in uncontrolled ad hoc manner resulting in poor quality development and inadequate infrastructure</p> <p>Additional pressures on DM and policy teams and ability to adequately resource. Additional costs associated with developing a new district wide plan. Potential significant delay in bringing forward new district wide plan as a result of Government slowness in introducing changes to the planning system. Inability to benefit from the use of transitional arrangements for plan making as a result.</p>	Chief Planning Officer Helen Murch	4	4	16	<p>Prepare strategy and work programmes to mitigate impacts of plan being found unsound. Continue to work with partners and statutory bodies where appropriate. Prepare key pieces of evidence to support Development Management Team and policy functions and the future preparation of a new local plan. Continue to assess CIL bids to help support infrastructure delivery. Development of consistent language to be used in DM reports addressing policy weighting and approach to speculative Green belt applications. Updating and publication of Interim Housing Position Statement</p>	<p>Full Council has asked the Inspector to write his final report. Currently expected to be in receipt of this in early 2024. Work on understanding future work programmes commenced. Some initial evidence base updating on former draft allocation sites being undertaken. Existing adopted policies continuing to be used to protect against speculative applications in the Green Belt and defend against poor development in the Green Belt and other locations. Planning applications will continue to be assessed against the adopted development plan.</p>
P2	Lack of five year housing land supply, including gypsy and traveller land	<p>Financial cost to the Council in potentially having to defend inappropriate planning applications at appeal. Increase in pressure to identify and support sites to accommodate traveller and show people sites outside of plan making.</p> <p>Inability to demonstrate compliance with Equalities Act regarding provision for travellers and show people</p> <p>Increased risk from the NPPF presumption in favour of sustainable development.</p>	Chief Planning Officer Helen Murch	4	4	16	<p>Undertake Call for sites and update Brownfield Register and Housing and Economic Land Availability Assessment (HELAA).</p> <p>Prepare updated Housing Position Statement.</p> <p>Consultants commissioned to advise on status of former draft site allocations, housing supply and potential future strategy.</p> <p>Prepare AMR</p> <p>Prepare/adopt a robust housing trajectory,</p> <p>Update Gypsy and Travellers Accommodation Assessment</p> <p>Assess planning applications against the adopted development plan.</p> <p>Continue to robustly defend appeals.</p>	<p>Work programming and staff recruitment being undertaken to enable resourcing of mitigating actions</p> <p>Initial work on updating of TAA commenced.</p>

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<p>P3</p>	<p>Lack of capacity in planning team and issues with IT systems negatively impacts performance and delivery of service, such as determining applications within statutory timeframes and providing governmental statistical returns.</p>	<p>Inappropriate use of officer time with focus having to be on minimising workload to cope, rather than on ensure quality outcomes in terms of service and placemaking. Inability to provide non-statutory services which are valued because of prioritisation of providing statutory services.          Negative impact on staff health and wellbeing, often resulting in high staff churn.          Potential risks of costs claims, complaints and legal challenges.          Inappropriate use of officer time with focus having to be on minimising workload to cope, rather than on ensure quality outcomes in terms of service and placemaking.          Inability to provide non-statutory services which are valued because of prioritisation of providing statutory services.          Negative impact on staff health and wellbeing, often resulting in high staff churn.          Potential risks of costs claims, complaints and legal challenges.          Reputational damage.          Increase in complaints and FOIs adding further pressure to officer time required to respond/investigate.          Reputational damage.          Increase in complaints and FOIs adding further pressure to officer time required to respond/investigate.</p>	<p>Chief Planning Officer, Helen Murch</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>Retain, develop and nurture talent of current staff.          Reduce reliance on temporary staff to develop a more stable team.          Review recruitment practices and approaches, including recruiting and training apprentices and graduates.          Recruit staff were there are specialist skills gap          Seek additional funding from government to address gaps in staff and expertise          Commission external review of IT systems in Planning</p>	<p>There is a national shortage of planning staff and recruitment of permanent planning staff remains a challenge for all councils.          This is a risk the Council has to tolerate, but developing more innovative ways to recruit and retain staff should lead to a more stable team and less reliance on temporary staff.          There are several vacancies in the current team structure which are being recruited to.</p>
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<p>H1</p>	<p>Council fails to deliver the target number of properties in the Council House Building Programme, due to poor performance of the contractor, planning delays, unplanned costs, availability of materials and utility providers</p>	<p>Inability to meet local housing need and increase in number of households living in unsatisfactory housing conditions.                  Increase in homelessness and related costs. Failure to meet statutory homelessness duties.                  Negative impact on resident wellbeing.                  Negative publicity and reputational damage.</p>	<p>Lead Housing Development Specialist                  Nicola Cresswell</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Active management of contracts via monthly contractor meetings and day to day contact with the project team. Appointment of an Employers Agent to manage the contractor on behalf of the Council. Programme includes work to minimise inevitable delays resulting from manufacturing delays, material shortages, sub-contract labour being temporarily shut down. Use of alternative materials to overcome supply shortages, different designs and different finishes and use of materials that are readily obtainable. Early liaison with utility providers by the contractor and the use of mature approved drainage plans within contract documentation.                  New homes development programme to increase supply of permanent rented family housing where feasible.                  Deliver actions within the Housing Strategy which include improving sheltered housing to encourage downsizing, moving tenants on from family accommodation, supporting Registered Providers to reduce rents and development and implementation of an Empty Homes strategy. Maximise opportunities to release land for development.                  Increase use of private sector housing to meet temporary accommodation demand and prevent homelessness.                  Monthly monitoring of supply and demand for affordable housing.                  Extend the buy-back programme into 23/24                  Utilised preferential grant rates available in the LAHF programme to increase stock of family sized housing. 6 properties purchased to date (1 x 5b, 4 x 3b and 1 x 2b).                  Secured preferential grant rates through round 2 of the LAHF to purchase a further 6 x 2/3 bed homes before the end of March 2024.                  Achieved Investment Partner status with Homes England to allow for grant funding to subsidise the building programme. £1,020,000 of grant funding secured for Uplands, Warlingham. Individual applications for grant funding ongoing, with Rochester Gardens and Foxacre now submitted.                  Appointment of temporary project manager to assist with capacity issues and allow acceleration of the programme.</p>	<p>Contracts at both Uplands and Bronzoak in voluntary liquidation following reports of financial difficulties. Uplands has a new contractor appointed and now in possession of the site. Preparation work ongoing for imminent re-start. Handovers now expected in both December (3 bed houses) and March (2 bed flats)                  Financial assistance package approved by HC for the contractor at the Caterham on the Hill schemes. Schemes now progressing well and no current indication of cash flow problems.                  New homes programme seeing an increase in build costs due to material and energy price rises - and the construction industry being energy intensive.                  Officers pursuing open market land purchases. Completed on purchase of land in Caterham to deliver 16 affordable homes for rent. Negotiations continue on 2 further land purchases for approx 23 and 13 homes.                  LAHF property purchases (x7) on target to complete by November 2023. LAHF R2 property purchases on target to complete by end of March 2024.                  Application for IP status successful. Individual applications for grant funding are ongoing.</p>
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CS3	Delays in monitoring council owned trees and impact of Ash dieback creates greater risk of tree falls	<p>Risk to life if procedures are not followed.</p> <p>Reputation of the Council if there are any injuries or fatalities.</p> <p>Legal implications if Council does not meet statutory obligations under the Civil Contingencies act.</p> <p>Financial implications due to damage to property / persons.</p>	Head of Operations Simon Mander	3	4	12	<p>The Council has a qualified tree officer.</p> <p>The Council has a Tree Management Plan which sets out which sets out the inspection regime according to high, medium, and low criteria depending on where the trees are situated. There is a planned monitoring schedule for site inspections based on their risk score.</p> <p><b>Actions to take</b> The Council needs to produce woodland management plans and manage the ash dieback removal project.</p>	<p>The Council has struggled with the continuous employment of a Tree Officer, which has led to fewer inspections, resulting in a backlog of inspections. This has been challenging to catch up on.</p> <p>Currently there are 22 high risk sites overdue their inspection. Officers will complete this as soon as is feasibly possible.</p> <p>The planned three yearly HRA tree inspection programme has been delivered.</p> <p>Work to commission woodland management consultants to produce the woodland management for the woodland estate will continue.</p>
CS5	Failure of Freedom Leisure Contract	<p>Loss of leisure facilities in the district and impact on residents' wellbeing</p> <p>Financial implications as two sites are owned by the Council.</p> <p>Reputational risk if Council seen as unsupportive. Increase in complaints to the Council from residents. Negative impact in Partnership working with Health and Community stakeholders</p>	Head of Communities and Partnerships Julie Porter	3	3	9	<p>A review of the current contract and financial position was carried out by an independent consultant. The findings were presented at the Community Services Committee in June 2023. A bid was submitted via Sports England for the Swimming Pool support fund to assist with the financial pressures due to the increase in energy costs. The decision will be announced in October 2023.</p>	<p>Energy prices have reduced slightly and cost mitigations have taken place on both sites. Regular meetings continue with Freedom Leisure. It was agreed that a Leisure/Wellbeing strategy would be worked on in Partnership with Freedom Leisure and Active Surrey over the next 6 months. The Government will be launching Phase 2 of the Swimming Pool Support fund in September 23. This is an opportunity for local authorities to apply for capital funding for investment in energy measures for pools and leisure centres to reduce future operating costs and make facilities more sustainable.</p>

**Risk matrix**

<b>Likelihood</b>	<b>Very Likely</b>	<b>4</b>	4	8	12	16
	<b>Likely</b>	<b>3</b>	3	6	9	12
	<b>Possible</b>	<b>2</b>	2	4	6	8
	<b>Unlikely</b>	<b>1</b>	1	2	3	4
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
			<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Very High</b>
<b>Impact</b>						