Appendix B - Strategy and Resources Risk Register

Ref:	Risk cause and event	Risk consequences	Risk owner	L	I	RAG	Mitigating actions and responsibility	Status update	On corporate risk register
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,	Negative impact on the Council's budget. Council exhausts reserves to balance the budget. Reduce services / resources. Section 114 notice required to be issued by Director of Resources leading to cessation of non-essential spend and essential service provision at minimal level. Reputational damage.	Director of Resources & S151 Mark Hak-Sanders	2	4	8	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: - Robust budget monitoring and if appropriate, corrective action to ensure spending in line with the budget. - Range of actions (savings and other budget improvement measures) to address current and future financial environment to inform future business and budget planning - Fortnightly Programme and Benefits Delivery Board meetings of EMT chaired by the CFO. - Weekly EMT or MT meeting as escalation point. - Programme Team provides oversight on delivery including action tracking and risk register updates. - Specific governance arrangements for key savings areas. - Named owners for all savings and risks. - Fully allocated savings plan for 2023/2024. - Increased contingency held in the 2023/2024 budget. - Detailed savings plan approved for 2024/2025.	At outturn, 94% of savings for 2022/2023 were achieved. The Council completed the year with a small 1% surplus on budget. 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 9% (£146k) is RAG rated Red or Black, with 15% (£255k) rated amber. This profile is typical at this point in the year and the amber value is under continual review. A savings realisation audit for 2022/2023 gave 'substantial' assurance and the audit will be repeated in 2023/2024. Budget planning for 2024/25 is complete, with the budget approved in February 2024, balanced without the use of reserves and with a £0.6m savings plan.	Yes
SR2	Failure to process Housing Benefits in-line with targets	Failure of statutory duty. Reduced / delayed support to recipients. Reputational damage. Reduction in administration grant fund.	Director of Resources & S151 Mark Hak-Sanders	3	3	9	New revenues and benefits system in place, with appropriate oversight and risk management in place. Established working protocols. Revenues and Benefits team restrucutre with clear role profiles. Team resourcing closely monitored and issues reported. Performance monitoring in place.	Joint working with neighbouring authorities being explored. Performance reports produced regularly.	No
SR3	Failure to collect revenue income (eg council tax, business rates, rental) in line with our targets	Failure of statutory duty. Reduced cash flow and impact on budget.	Director of Resources & S151 Mark Hak-Sanders	1	4	4	Established working protocols. Team resourcing closely monitored and issues reported to Extended Management Team. Performance monitoring in place. Project in place to improve recovery rates. Collaborative working with other Surrey authorities.	Income is still impacted by the after effects of Covid-19 and cost of living. Both remain volatile as a result of continuing impact of the economy. Budgets are based on prudent estimates to avoid financial shocks.	No

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.	Increased risk of tenants (private and public) struggling to meet rental obligations. Reduced cash flow and impact on budget. Continued economic uncertainty creating increase in interest rates and inflationary pressures such as energy, workforce costs, supply chain pressures and invasion of Ukraine. Changes in ways of doing business, such as online shopping and increased potential of working from home – less office space needed. Increased vacancies following expiring contracts / insolvencies.	Director of Resources & S151 Mark Hak-Sanders	3	3	9	Close contact with tenants and clear understanding of their cashflow issues. Offering short-term rent free periods and deferred payment schemes for previously strong tenants. Proactive, rational and flexible approach to rents negotiations. Proactively seek new lettings and maximising income from existing assets. Good understanding of the local property market and national movement across all sectors. Positive relationship with private tenants. Proactive relationship with council tenants around debt. Proactive engagement with all tenants identified to be at risk (factors include covenant deterioration, payment history and business sector) Proactively seeking rent deposits and/or guarantors where possible for new lettings	Mitigations are ongoing.	Yes
SR5	Council is subject to a cybersecurity attack	Data breach. Impact on delivery of services Reputational damage.	Director of Resources & S151 Mark Hak-Sanders	2	4	8	Cyber Essentials certification in place. - 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 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. - Regular patching cycle of server and desktop infrastructure and also monthly review of security systems (Proxy server, firewalls, switches, backup software, HCI software) 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 Scheduled cyber security test exercises. IT staff undertake courses and webinars to keep abreast of emerging trends in cyber security	This is a risk we tolerate because even with the most robust measures it is impossible to fully mitigate against an attack. The team is working with DLUHC to review all procedures and has received funding to support the work.	Yes
SR6	Loss of some ICT systems and data due to disaster recovery solution not being in place	Inability to recover IT services if a potential disaster occurred, severely impacting delivery of most Council business Recovery of IT systems ineffective. Data loss.	Director of Resources & S151 Mark Hak-Sanders	1	4	4	Ongoing journey towards cloud based IT systems Laptops for all staff which enables a work from anywhere environment. A disaster recovery system and process is in place.		No

SR7	Inability to deliver UKSPF according to agreed timescales as a result of lack of clear vision for its use and lack of project management capacity.	Priorities not delivered, grant needing to be returned to government, reputational damage and lost potential for infrastructure investment.	Director of Resources & S151 Mark Hak-Sanders	2	3	6	C2C LEP commissioned to help develop our approach in line with expected governance. Action plan drawn up and agreed by Community Services. Actions starting to be being delivered.	TDC lead is currently interim adding to this risk. Members of the working group have been nominated.	No
SR8	Inability to deliver One Public Estate (OPE) according to agreed timescales as a result of lack of project management capacity and unclear expectations of funding body.	Priorities not delivered, grant needing to be returned to government, reputational damage and lost potential for infrastructure investment.	Director of Resources & S151 Mark Hak-Sanders	2	3	6	Ongoing discussions with Surrey County Council /OPE and partners on expected outcome. Meetings with funding body to be clear on expectations. Tender issued. Contract in place and project under way.	The contract has now been awarded and the project is underway. Regular updates with councillors and the S151 officer are taking place.	No
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	Agree to tolerate residual risk as programme is not one of the Council's critical / statutory services. Work underway to co-ordinate and drive forward climate change mitigation activities. Officers involved in various county wide working groups to maintain knowledge and awareness of current activities. EV charging project has been agreed subject to financial and legal sign off. Well rehearsed plans to manage severe weather impact in place.	Services are working to mitigate climate change. Review and co-ordination of activity underway. Cross party councillor working party set up to agree revised strategy and action plan.	Yes

SR10	Organisational capacity to deliver is impacted	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: • Ability to recruit and retain talented staff • Effective prioritisation of key workstreams • Ability to respond to additional priorities • Managing public expectations of service delivery	Chief Executive David Ford	3	3	9	Efficient and effective recruitment and retention processes with targeted HR support and advice provided to hiring managers in place. 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 **Actions to be taken** Development of People Plan.	Future Tandridge Programme has reduced the size of some teams, which has an impact on capacity. Digital project will impact all staff and require support and engagement from all teams if it is to be successful. It has been difficul to recruit 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 actions are being delivered, for example there are internal working groups reviewing recruitment. Training and development is being offered to middle managers. While recruitment is underway to various posts, until those posts are filled the likelihood rating remains high. Recruitment is difficult in some areas.	Yes
SR11	Data Protection / Information Governance policies and procedures not in place	Need to make sure personal data is secure and an individual's right to privacy is protected. If we fail to effectively act on and embed standards and procedures that enable us to do this, this could lead to distress and harm for data subjects as well as a loss of public trust and financial penalties to the organisation. This risk is informed by a number of issues, including: • Potential data protection breaches, misuse of private information, breaches of European Convention of Human Rights (Article 8) and breaches of confidence enabling access to confidential data • Loss of data, including as a result of malicious cyber security attacks	Head of Legal Lidia Harrison	2	1	3	Data Protection Policy in place and regularly updated - Data Protection training and updates for new and existing staff - Councillor training on responsibilities under appropriate Code of Conduct for new and existing Members - Information Asset Register in place - Records Retention Policy in place and implemented - Data sharing protocols in place and implemented - Data Protection procedures in place to for all new projects and processes - Software systems evaluated for GDPR compliance - Policy in place for compliant use of email by staff/councillors and document management arrangements - Statutory Data Protection Officer and Deputy in place - Data security threats (eg through phishing) addressed		No

SR12	Corporate Health and Safety polices and procedures not in place	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. This risk is informed by a number of factors, including: • Compliance with Health and Safety at Work Act • Continuing to reduce the risk of COVID-19 transmission • Civil Duty • Moral and Public Duty	Head of Environment Simon Mander	2	3	6	Corporate Health and Safety Policy, arrangements and procedures in place - Regular reviews of health and safety arrangements by Health and Safety consultant - Health and Safety action plan in place - 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 - Lone working procedure in place - Fire risk assessments in place for relevant Council properties - Arrangements with partner organisations/contractors to ensure appropriate Health and Safety requirements are in place - IOSH Health and Safety training undertaken.	Work to improve health and safety is ongoing.	Yes
SR13	Future Tandridge Programme including Digital Transformation Programme	Failure to deliver staff and efficiency savings. Failure of the digital project to reduce direct contact from residents and businesses.	Director of Resources Mark Hak-Sanders	3	2	6	FTP structured into workstreams with clear objectives and owners. Digital Transformation objectives and benefits included in a business case approved in June 2022. Work in progress to deliver the outcomes documented in the business case. Work started to review potential benefits of digital across the organisation and will result in a benefits realisation plan with timeline. Monthly highlight reports. Digital Programme Board set up.	Work continuing on the programme, with regular monitoring of workstreams, monthly highlight reports approved by Sponsors. Savings have been clearly identified and are monitored regularly with owners (EMT). Digital Programme board meets regularly to monitor progress and resolve issues and agree mitigations for risks. A plan has now been shared and a further detailed plan will be created with resource details to enable resource planning across IT and other services.	Yes