

APPENDIX B - Strategy and Resources Committee Risk Register

Ref:	Category	Risk cause and event	Risk consequences	Risk owner	L	I	RAG	Mitigating actions and responsibility	Status update	Included in Corporate Register
SR1	Operational	Lack of resources constrains the Council's "business as usual" capacity	<ul style="list-style-type: none"> * Non-delivery and disruption of statutory and non-statutory services. * Increased staff absence levels and staff turnover. * Reduction in staff resilience. * Council suffers loss or temporary unavailability of key staff 	Chief Executive	4	4	16	<ul style="list-style-type: none"> * Executive Leadership Team reviewing operating models and digital transformation options to release capacity where possible. * Finance capacity / resilience being reviewed as part of Finance shared service arrangement with Surrey County Council. * Senior managers proactively support teams to prioritise actions. * Support for staff welfare in place (e.g. mental health first aiders). * Appropriate HR policies in place (e.g. flexible working). 	<ul style="list-style-type: none"> * Future Tandridge Programme being developed - led by the Chief Executive - to address prioritisation, resourcing, resilience and organisational development issues. * Draft Programme to be discussed at Councillor Briefing on 19 January followed by decision to implement at Strategy and Resources on 1 February. 	Yes
SR2	Operational	Inability to maintain high standards of delivery for statutory services	<ul style="list-style-type: none"> * Reputational impact. * Lack of confidence from Members. 	Chief Executive	3	4	12	<ul style="list-style-type: none"> * Corporate Improvement Board in place. * Staff able to work from home and access all relevant information. * Processes and procedures in place. * Performance monitoring in place. * Management actions are devised for all audit observations, which are approved by the Executive Lead and monitored internally by the Corporate Improvement Board. * Monthly liaison meetings are held with our internal auditors. * Internal audit progress reports are brought to Audit & Scrutiny Committee and Members made aware of any no or limited assurance audit reports. 	<ul style="list-style-type: none"> * Future Tandridge Programme includes robust Service Review and Redesign process through which all services - including statutory services - will be assessed. This will include determination of appropriate future service levels and exploration of alternative delivery models * Work on Finance and Planning transformation projects in advanced stages. 	
SR3	Financial	Inability of Council to make savings as identified in the Medium Term Financial Strategy and to balance the Council Budget in 2021/22 and 2022/23	<ul style="list-style-type: none"> * 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 Chief Financial Officer leading to cessation of non-essential spend and essential service provision at minimal level. * Reputational damage. 	Chief Financial Officer & S151	3	4	12	<ul style="list-style-type: none"> * Action plan produced to address recommendations from Grant Thornton review. * Savings trackers used to monitor savings delivery in 2021/22 (reported monthly to the Executive Leadership Team and Members as part of the finance reports). If savings reported are not achieved then the Service will have to find compensating savings from their budget. * Ensuring appropriate use of government issued Covid-19 grants and all COVID costs and income loss are accurately used and reported. * Reserves can be used to support the achievement of savings. However, we have built Reserves as part of the 21/22 budget setting process to provide us with resilience and flexibility over the medium-term where there is significant funding uncertainty. We are only getting to the point over the next year or so where we were at higher Reserves levels a number of years ago. We would look to prioritise those investments by using Reserves which provide a payback (in an invest to save approach). * The HR/Finance Panel (inc. the Chief Executive and Chief Finance Officer) approve all new appointments (permanent and interim) and extensions. * Arbitrary cuts to budgets can be enforced but this is a blunt instrument and better done in a targeted way. 	<ul style="list-style-type: none"> * 22/23 Draft Budget & MTFs was presented to S&R on 2nd Dec and was noted. The report will be updated based on the Provisional Settlement due on 16th December and presented as part of the Final Budget Report to Committees in Jan, to S&R on 1st Feb and FC on 10th Feb. A draft balanced budget has been presented and there is confidence that the a final budget will also be balanced with minimal use of Reserves. The 21/22 position is challenging due to the commercial environment and now that the 20/21 has been approved by S&R on 2nd Dec, monthly Finance Reports on the position will be sent to Members. If we do not end the year in a balanced position, any deficit will need to be taken from Reserves. 	Yes
SR4	Programme	Resources unavailable to progress climate change action plan in set timescales	<ul style="list-style-type: none"> * Delays to reducing the council's operational carbon emissions as early as possible, and in line with the 2030 ambition. * Negative impact on council's reputation in this area. 	Chief Executive	4	3	12	<ul style="list-style-type: none"> * Red due to resources remaining strained and causing delays to AP actions. * Reporting lines for Programme established – inc. to ELT. * Regular comms between PMO and delivery officers. * Agree to tolerate residual risk as programme is not one of the Council's critical / statutory services. 	<ul style="list-style-type: none"> * New risk added to the register 12/10/21 at executive leadership team meeting. * Council's role and subsequent resourcing requirements to be reviewed through Strategic Plan refresh. 	Yes

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SR5	Governance	Senior management vacancies inhibit corporate performance and improvement	<ul style="list-style-type: none"> * Negative impact on corporate performance * Impact on corporate governance * Limit progress on internal audit and corporate improvement work * Increase corporate instability * Increase staff anxiety with lack of / unclear strategic direction 	Chief Executive	3	3	9	<ul style="list-style-type: none"> * Chief Executive progressing recruitment to vacant Chief Planning Officer post, and assessing most appropriate solution to replace the Executive Head of Corporate Resources who will leave the Council at the end of July 21. 	<ul style="list-style-type: none"> * Senior management restructure being considered in the new year to address current vacancies and work towards transforming Tandridge. * ELT/SLT now working more closely together on corporate priorities. 	Yes
SR6	Governance	Failure to process Housing Benefits in-line with targets	<ul style="list-style-type: none"> * Failure of statutory duty. * Reduced / delayed support to recipients. * Reputational damage. * Reduction in administration grant fund. 	Specialist Services Manager	3	3	9	<ul style="list-style-type: none"> * Replacement of revenues and benefits software system underway, with appropriate oversight and risk management in place. * Established working protocols. * Team resourcing closely monitored and issues reported to ELT. * Performance monitoring in place. 	<ul style="list-style-type: none"> * Please see Appendix A - SR3a & SR3b for updates on this risk. 	
SR7	Commercial	Commercial tenants and businesses unable to make payments to the Council	<ul style="list-style-type: none"> * Reduced cash flow. * Increased vacancies following expiring contracts / insolvencies. * Negative impact on budgets. 	Executive Head of Communities	3	3	9	<ul style="list-style-type: none"> * Additional government funds available for business support. * Continue to keep close contact with tenants and understand their cashflow issues. * Consider offering short-term rent free periods and deferred payment schemes for previously strong tenants. * Consider the cost benefit of empty rate/refurbishment costs alongside rent considerations if tenants were to vacate. 	<ul style="list-style-type: none"> * Risk reviewed by executive lead, no changes for this quarter. * De-escalated from the corporate risk register following executive meeting 09/11/21. 	
SR8	Security	Council is subject to a cybersecurity attack	<ul style="list-style-type: none"> * Data breach. * Impact on delivery of services * Reputational damage. 	Head of Digital Business Transformation and Democratic Services	2	4	8	<ul style="list-style-type: none"> * Cyber Essentials certification in place. * Council information governance, which includes cyber security elements, is reviewed quarterly and formally assessed annually. * Internal audit of this area complete * Information governance Board in place *The IT Acceptable Use Policy (AUP) updated with relevant guidance and information on cyber security risks *Compulsory training on cyber security scheduled for all staff *Scheduled cyber security exercises *IT staff undertake courses and webinars to keep abreast of emerging trends in cyber security 	<ul style="list-style-type: none"> *All staff currently undertaking training - due date mid January. * Risk owner proposes this risk be escalated to the corporate register, following recent cyber security threat. This will be considered by the management team at their next review. 	
SR9	Programme	The Tandridge Financial Transformation fails to deliver its objectives	<ul style="list-style-type: none"> * Negative impact on Council's finances and future financial sustainability. * Negative impact on staff morale. * Reputational damage. 	Chief Financial Officer & S151	2	4	8	<ul style="list-style-type: none"> * Programme team, risk register and plan in place. * Robust governance. * Regular reporting. * Communications and engagement covered in project plan. * Clear expectations regarding joint commitments set out in the Joint Working Agreement. 		Yes
SR10	Governance	Lack of robust and up-to-date safeguarding policies and procedures in place	<ul style="list-style-type: none"> * Risk of harm to children and vulnerable people. * Failure of statutory duty. 	Head of Customer Engagement & Partnerships	2	4	8	<ul style="list-style-type: none"> * Safeguarding project underway. * Mandatory online training module issued to all staff. * Safeguarding policies in place. * Safeguarding Officer in place. * Multi-agency safeguarding meetings in place. 	<ul style="list-style-type: none"> * New safeguarding officers identified across the Council. *Councillor training due to be rolled out in January 22 * Creation of new online reporting form on Salesforce. Currently in test due to be live in January. * Staff awareness briefings to be rolled out in team meetings in February 2022. 	Yes

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SR16	Governance	The Council fails to improve its governance framework in line with internal audit observations and other planned improvements to corporate governance	<ul style="list-style-type: none"> * Unable to deliver on Strategic Plan objective of "Building a Better Council". * Unable to address identified risks associated with the council's internal control environment. * Reputational damage. 	Chief Executive	2	4	8	<ul style="list-style-type: none"> * Internal audit action plan in place. * Corporate Improvement Plan in place. * Annual Governance Statement produced annually, which includes high priority governance improvement actions. * Corporate, internal audit and Audit & Scrutiny monitoring of governance action plans in place. * Internal Audit Plan produced annually. 	<ul style="list-style-type: none"> * New risk added to the register following ELT meeting 09/11/21. * Internal governance meetings streamlined to improve effectiveness. 	Yes
SR12	Legal	Breach of GDPR due to Council business being conducted on personal devices	<ul style="list-style-type: none"> * Reputational damage. 	Head of Legal Services & Monitoring Officer	2	3	6	<ul style="list-style-type: none"> * New Homeworker Policy which mandates rules for staff. * Discourage use of Zoom for business. * Confidential material not to be placed in home bins, but shredded in the office. * Staff to close windows when having work calls. * Regular information governance management meetings in place. 	<ul style="list-style-type: none"> * This risk will be de-escalated from this register to the Resources operational risk register, as it can be adequately managed at the operational level . 	
SR13	Governance	Failure to collect revenue income (e.g. Council Tax, business rates, rental) in-line with our targets	<ul style="list-style-type: none"> * Failure of statutory duty. * Reduced cash flow. 	Specialist Services Manager	1	4	4	<ul style="list-style-type: none"> * Established working protocols. * Team resourcing closely monitored and issues reported to Executive Leadership Team * Performance monitoring in place. 	<ul style="list-style-type: none"> * As per Quarter 2, figures in Appendix A confirm that we are achieving our targets for collection rates. 	
SR14	Operational	Loss of some ICT systems and data due to disaster recovery solution not being in place	<ul style="list-style-type: none"> * Inability to recover IT services if a potential disaster occurred, severely impacting delivery of most Council business * Recovery of IT systems ineffective. * Data loss. 	Head of Digital Business Transformation and Democratic Services	1	4	4	<ul style="list-style-type: none"> * Agreed and procured disaster recovery solution. * Close monitoring of progress by ELT and internal audit. * Use of cloud based IT systems and system-level back-ups. * Continuance of overnight back-up tapes. 	<ul style="list-style-type: none"> * Risk re-worded to better reflect the risk. Likelihood lowered, as the likelihood of an incident that would render the relevant systems inoperative is unlikely. We have had some slippage in the delivery date, to October, due to supplier delays and internal capacity. However progress continues to be made, as the second site is now being setup. 	Yes
SR15	Operational	Failure to maintain and develop ICT systems	<ul style="list-style-type: none"> * ICT systems failure. * Inability to deliver affected core & statutory services. * Financial costs of rectification. * Staff unable to work remotely. 	Head of Digital Business Transformation and Democratic Services	1	3	3	<ul style="list-style-type: none"> * Digital Strategy in development, which will set out plans for ongoing maintenance and management of systems. * Cyber Essentials certification. * Business continuity plans in place and being reviewed. * Business analyst team in place to drive IT service developments. 	<ul style="list-style-type: none"> * Digital Strategy approved * Audit actions have been established and are being progressed, but are not completed at this time. 	