Ref:	Category	Risk cause and event	Risk consequences	Risk owner	L	I	RAG	Mitigating actions and responsibility	Status update
SR2	Operational	Inability to maintain high standards of delivery for statutory services	* Reputational impact. * Lack of confidence from Members.	Chief Executive	3	4	12	* 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.	* 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.
SR6	Governance	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.	Specialist Services Manager	3	3	9	* Established working protocols. * Team resourcing closely monitored and issues reported to ELT. * Performance monitoring in place.	* Please see Performance appendix for updates on this risk
SR7	Commercial	Commercial tenants and businesses unable to make payments to the Council	* Reduced cash flow. * Increased vacancies following expiring contracts / insolvencies. * Negative impact on budgets.	Executive Head of Communities	3	3	9	* 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.	* 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	* Data breach. * Impact on delivery of services * Reputational damage.	Head of Digital Business Transformation and Democratic Services	2	4	8	* 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	*All staff currently trained * Risk owner proposes this risk be escalted to the corporate register, following recent cyber security threat. This will be considered by the management team at their next review.
SR13	Governance	Failure to collect revenue income (e.g. Council Tax, business rates, rental) in-line with our targets	* Failure of statutory duty. * Reduced cash flow.	Specialist Services Manager	1	4	4	* Established working protocols. * Team resourcing closely monitored and issues reported to Executive Leadership Team * Performance monitoring in place.	* Please see Performance appendix for updates on this risk