

SURREY HEATH BOROUGH COUNCIL



CORPORATE RISK REGISTER – January 2021

This register summarises the main risks faced by the Council in relation to achieving the objectives and priorities as defined in the Council’s Corporate Plan. It also notes the current mitigation action being taken to control those risks, and identifies any further action needed to implement other necessary mitigation action. The register does not identify all risks, but seeks to highlight the relevant main strategic risks.¹

¹ COVID-19 impacts on the majority of the risks on Surrey Heath Borough Council’s risk register. The Corporate Risk group has estimated these impacts in the updated risk ratings. However, please note that given COVID-19 is an emerging infectious disease, these risk ratings are only an estimate and cannot reflect a number of unknown variables, including when a vaccine will be completely rolled out and national decision-making.

Nevertheless, a number of mitigative measures are being undertaken by Surrey Heath Borough Council to minimise the risks of COVID-19, including further wave planning and updating service level business continuity plans.

Introduction

The following summary matrix shows at high level overview the key risks faced by the Council, and their initial rating. Those above the line of acceptable risk (the shaded area) have further mitigating action to bring them within the line.

Summary Matrix – key strategic risks after mitigation

Likelihood				
4 Very Likely (>80%)				
3 Likely (50% - 80%)		Information management Business continuity Failure of major contractor	Major Incident	Treasury & property income
2 Possible (10% - 50%)			Loss of funding Contaminated Land	
1 Unlikely (<10%)				
Impact	1 Low (< £10k)	2 Moderate (£10k to £200k)	3 Major (£200k to £1m)	4 Severe (>£1m)

	RISK	Likelihood	Impact	Initial Rating	Mitigation	Owner	Revised Likelihood	Revised Impact	Revised Rating
1	Information Management, Data Sharing and Data Security Loss or misuse of data leading to a breach of legislation and fines.	3	4	12	Paper and electronic data management systems; document and record retention schedules; system to respond to data access requests; archiving system; training for all staff on data security. Data and Security breaches policy and procedure approved by Council. Data sharing protocol in place. Appointment of Data Protection Officer	GR	3	2	6
2	Loss of Funding for Services Loss of funding from Government, County and partners leads to the Council being unable to provide services	3	4	12	The Council has embarked on a property management strategy to generate income from other sources. Where services are funded from fees and charges, the Government has pledged to reimburse the Council by up to 71.5% of lost income (for 2020/21 and first Quarter of 2021/22 only) to compensate for the impact of the pandemic. As part of the budget-setting exercise for 2021/22 a ZBB exercise was carried out for those services dependent on income from fees or charges. In addition, the Council holds reserves to deal with fluctuations which are sufficient to cover the remainder.	MH	2	3	6
3	Business continuity systems, processes and resourcing To plan for challenges to the continuity of the Council's business. Hence, to ensure the effects on the community in such cases are mitigated as much as is practicable. This includes mitigating impacts on resourcing of key services whereby the Council does not have sufficient staff available with the skills required.	3	3	9	Business Impact Assessments and Service Level Business Continuity Plans have been reviewed to address a loss of staff scenario. The Strategic Business Continuity Plan is currently under review to further reflect COVID-19 arrangements. These plans consider the low risk of impact from Brexit, which is being constantly monitored.	TP	3	2	6

	RISK	Likelihood	Impact	Initial Rating	Mitigation	Owner	Revised Likelihood	Revised Impact	Revised Rating
4	Failure of Major contractor or supplier Major contractor goes in to liquidation.	3	3	9	Company likely to be taken over rather than close. Major contracts have guarantee provisions and step in rights. In house team able to take on management in an emergency	TP	3	2	6
5	Major Incident A major incident may directly or indirectly affect the Council's ability to deliver services. The current status of the COVID-19 pandemic means the present risk is very high.	4	4	16	The Council has a comprehensive Emergency Plan accompanied by multiple supplementary plans to ensure thorough preparation to major incidents in the Borough. Examples of plans include the Adverse Weather Plan and COVID-19 Future Wave Plan. Key staff have frequent training and exercising to ensure that they are well prepared to respond and that Council arrangements are rigorously tested. Mutual aid arrangements are in place with other Surrey Authorities	TP	3	3	9
6	Treasury and Property Income Volatility in property values and income driven by market forces. Adverse movements in interest rates leading to financial pressure	3	4	12	Commercial property acquisitions only made on advice of professional advisors and after due diligence. Properties are professionally managed to maintain income. Council as landlord is managing tenants who may be affected by pandemic, inc. managing risk of tenants closing, inability to pay rent, Council granting rent free periods. Commercial portfolio is diversified and held for the long-term. Future interest rates on borrowing are fixed where possible to bring certainty of costs. Properties are held for the long-term to minimise the impact of short-term fluctuations in disposable value. Acquisitions only made in line with our revised property acquisitions strategy, and following consultation with the Property Investment Working Group, and the Council's agents.	MH	3	4	12

7	Contaminated Land Contamination leads to environmental damage that then needs to be cleaned up	2	4	8	Contaminated land that the Council owns, and is responsible for, is actively monitored and remedial work is undertaken to responsibly manage site conditions.	TP	2	3	6
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Key to initials

RP – Richard Payne – Executive Head of Corporate
GR – Gavin Ramtohal –Head of Legal Services & Monitoring Officer
MH – Martin Hone – Executive Head of Finance
TP – Tim Pashen - Executive Head of Community;
DH – Daniel Harrison – Executive Head of Business
JR – Jenny Rickard – Executive Head of Regulatory
LL – Louise Livingston – Head of Transformation
