

LEADERSHIP RISK REGISTER

OWNER: LEADERSHIP TEAM

The Leadership Risk Register is the top 10 corporate risk. The Risk Evaluation Matrix provides guidance on scoring probability and impact. The residual risk are shown on the Summary Table below

Probability	1	2	3	4	5	
Almost Certain				L1		5
Probable				L3, L6	L2, L4	4
Possible		L9	L5, L7, L10	L8,		3
Unlikely						2
Rare						1
	Insignificant	Minor	Moderate	Major	Highly significant	Impact

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Ref	Description of Risk/ Opportunity	Rating	Risk Level	Mitigation in place	Accountable Officer & Accountable Group	Link to 4 Year Plan 2020-24	Residual Risk	Residual Rating	Direction of Travel
L1	Financial impact of COVID and the Recovery will result in loss of income Loss of income from commercial tenants	25 25	High	Budget monitoring Emergency or time critical spending only authorised New MTFS for future years New savings plan Outcome of the delayed Fair Funding Review Grant funding allocated to support businesses ,and organisational capacity Significant loss of income due to tenant going out of business	Chief Finance Officer Property & Regeneration Board	All priorities Effective Council	20 12	High	Alter wording L1
L2	Council Resilience and disruption to services	25	High	Revised and reduced service delivery plan for 2020/21 Priority risk assessed return of services under COVID-Secure.	Leadership Team	All Priorities	20	High	New

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L3	Delivering and implementing the Local Plan and the 5 year land supply	25	High	Work programme updated and analysis of the Government's proposed changes to the calculation of the Objectively Assessed Housing Need (Govt determined housing target) and fundamental changes to the Local Plan process have been considered by the Licencing and Planning Policy Committee. These proposals will inform the process and timetable going forward.	Head of Planning	Underpinning all Corporate Priorities. Statutory requirement.	20	High	No change as L3
L4	Organisational Capacity and failure to deliver the four year plan and Vision	16	High	HR support to enable staff return to work Performance management of services Completion of People Framework Redeployment of staff where needed	Head of HR&OD, Chief Executive/ Chief Operating Officer	All priorities	12	High	Was L2
L5	Failure to provide adequate health and safety and COVID-Secure services	20	High	COVID-Secure Framework Corporate H&S	Chief Operating Officer	All priorities and a statutory requirement.	9	Medium	New
L6	Failure to deliver stability, substantial and complex changes and systems with supporting additional home working	25	High	ICT Road Map and Priority actions Ongoing work on Disaster recovery and business continuity	Head of D & ST	Effective Council	16	High	Was L4

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L7	Impact of proposed local government structural change by Surrey County Council	16	High	Work with other Districts and Boroughs on alternative proposals including enhanced two tier working	Chief Executive and Leadership Team	All priorities	9	Med	New
L8	Impact of a local lockdown of second wave	25	High	COVID-19 Plan updated to reflect potential local lockdown or second wave impact Resources identified Planned approach to respond and coordinate with stand up plans in development	Head of PPG	All Priorities	12	High	New
L9	EU Transition or other externally driven events such as NHS winter pressures, and severe weather/flooding.	16	High	Work with SLRF on transition plan and on-going work to support businesses Winter pressures will be planned for in Operation Tarragon Winter Response 2020/21 Plan including mass vaccinations, seasonal flu, NHS pressures, flooding, severe weather and EU Exit	Leadership Team Pandemic Co-ordinating group	Effective Council & Safe & Well	6	Medium	New
L10	Impact on economic growth within the Borough	20	High	Economic Recovery Action Plan and High Street Action Plan Business Support to prioritise on key areas	Economic Dev / Chief Operating Officer / Chief Executive	All priorities	12	High	New

Defined Strategic Risk Levels Risk Evaluation Matrix

The tables below give guidance on assessing risks on a scale of 1 to 5 in terms of their probability and their impact. These give broad range of risks to provide consistency across all risk registers. However you may have additional criteria that you want to consider in assessing a risk. The risks is scored without taking into consideration of the score in place - “**a natural or inherent risk**” and then scored taking into account the control measures or mitigation measures in place these are referred to as the, “Residual Risks”

Probability Score	1	2	3	4	5
Description	Rare	Unlikely	Possible	Probable	Almost Certain
Frequency	This will probably never happen or occur	Not expected to happen/occur	Might happen or occur occasionally	Will probably happen/ occur but it is not a persisting issue	Will undoubtedly happen/ occur , possibly frequently
Likelihood	Less than 5% chance	Around 10% chance	Around 25% chance	Around 60% chance	Around 90% chance

Impact Score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Employees	No impact on staff or service delivery	Short term low staffing Temporary reduction in service No impact on staff morale	Medium term staffing issues Loss of experienced staff to deliver services Minor staff dissatisfaction	Late delivery of key services Lack of experienced staff Low morale	Non delivery of key objectives High impact on services Very low morale
Finance	Minimal financial implication Below £25,000	Budget pressures < £25 k to £100k	Budget pressures between £100,000 and £200,000	Budget risk £200k to £500k Loss of income	Significant loss of income more than 10% budget

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					Not covered by insurance Budget risk over £500,000
Statutory duties/Legislation	Minimal or no impact	Minor breach Reduced rating if unresolved	Single breach if statutory duty Challenging external recommendations	Several breaches Enforcement action or improvement notices Critical report Low performance rating	Multiple breaches Prosecution for Judicial Review Service collapse
Projects/ Programmes	Little/no slippage no threat to outcomes	Some minor issues with the project	Some risk to the delivery of the project but actions to mitigate	Major impact on delivery/timeframe/ costs	Serious threat to the delivery of the project
Health & Safety- impact on the safety and well-being of the public and staff	No ill effects	Short lived/minor injury or illness that may require first aid assistance Small number of work days lost	Moderate injury/ill effects requiring hospitalisation. Risk of prosecution from enforcement agencies	Single fatality and or long term illness or multiple serious injuries RIDDOR reporting?	Multiple and /or multiple incidences or permanent disability or ill health.

The above is not prescriptive criteria, but a guidance tool for management.

Assurance levels of the controls scored 1 to 5

Strength of controls is scored on a scale of 1 (low) to 5 (high) to identify what is in place to mitigate the risks including controls, processes, action plans and targets.