

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				S1		5
Probable				S2.S3, S6		4
Possible			S5, S7,S8,S9, S10		S4	3
Unlikely						2
Rare						1
	Insignificant	Minor	Moderate	Major	Highly significant	Impact

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
S1	<b>Financial</b> Financial outlook and the impact on income levels including income from commercial tenants	25	High	Budget monitoring Delivery of the MTFS Deliver of income generation plans Review of government funding review Appointment of a Commercial Manager	Chief Finance Officer	All priorities	20	High	No change (wording updated)
S2	<b>Disruption to Council Services</b> Backlog and ongoing disruption to services due to impact of Covid and other disruptions to services Impact of a further lockdowns, adverse weather and fuel supply	25	High	Return to work arrangements in place Plans to tackle backlogs in place. HR support to enable staff return to work Pandemic Plan Fuel Plan Winter preparations	CMT	All Priorities	16	High	Includes previous L8 and L9
S3	<b>Local Plan</b> Delivering and implementing the Local Plan and the 5 year land supply	25	High	Work programme updated timetable to deliver a draft Local Plan in 2022	Head of Place	Underpinning all Corporate Priorities. Statutory requirement.	16	High	No change

S4	<b>Organisational Capacity and Capability</b> . Failure to deliver the Vision, four year plan, annual plan and Vision	20	High	Earlier planning for 22/23 is in place and will align priorities with budget On going recruitment to fill vacant posts New induction HR support to enable staff return to work Performance management of services Completion of People Framework	Head of HR&OD, Chief Executive/ Directors	All priorities	15	High	Change to scoring
S5	<b>Health &amp; Safety</b> Failure to provide adequate health and safety and covid secure	20	High	Covid Secure Framework Corporate H&S Risk Assessments	Directors	Effective Council	9	Medium	No change
S6	<b>ICT capacity and resilience</b> 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	Focused on ICT
S7	<b>County Deal</b> Impact of proposed deal by Surrey County Council	16	High	Working on collaborative or shared services with other Boroughs	Chief Executive and SMT	All priorities	9	Med	reworded
S8	<b>Economic Regeneration</b> 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	Head of Place	All priorities	9	Medium	Was L10 reworded

S9	<b>Climate Change</b> Failure to reduce CO2 omissions and meet targets	20	High	Climate Change Action Plan was initially developed for 4 years but this is a longer term plan Working with SCC and other partners to deliver key changes Govt legislation Post recruited to	Head of Place	Green & Vibrant	9	Medium	New
S10	<b>Loss of Data/ breach of GDPR/ Cyber Threat</b>	16		Firewall and IT Security framework in place Information Governance policies and protocols being updated	Head of D& ST Head of Corporate Assurance	Effective Council	9	Medium	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
<b>Description</b>	<b>Rare</b>	<b>Unlikely</b>	<b>Possible</b>	<b>Probable</b>	<b>Almost Certain</b>
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
<b>Descriptor</b>	<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Highly significant</b>
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

					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 multipole 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.