

High level summary of key existing risks from current councils' Corporate Risk Registers

The table below sets out a summary of key risks that are on the latest available Corporate Risk Registers of the councils that will be incorporated into East Surrey Council (ESC). A number of risks are common to the majority of councils, others are risks affecting a few or only individual councils. The order in which the risks are presented in the table below does not suggest which are higher risk and which are lower risk.

This information is provided to give an overview of current risks which can then be considered as ESC begins work to develop its Corporate Risk Register. The wording in the table is illustrative and is not proposed wording for inclusion in an East Surrey corporate risk register.

Risk ID	Risk Description
CR1	Cyber security – risk of hacking Failure to secure the Council's accounts and data could lead to data loss, data protection issues and total loss of computer systems. This in turn could lead to the Council not being able to deliver services and incurring of financial costs of rebuilding systems.
CR2	Financial sustainability There is a risk that reduced income (including following the Fair Funding Review along with increased reliance on council tax) and/or increased demand for services not in line with projections means that a balanced budget cannot be achieved over the medium term.
CR3	Local Government Reorganisation and Transformation There is a risk that the organisation cannot meet the scale and pace of change required meaning some intended outcomes from transformation are not achieved.
CR4	Organisational capacity to deliver Failure to ensure that the organisation has the staffing capacity to achieve its corporate priorities and to ensure the effective delivery of services could lead to poor quality service delivery and serious implications particularly in relation to statutory services.
CR5	Reduction in rental income from investment and commercial properties There is a risk that a negative change in the property market may result in a loss of rental income from the Council's property portfolio. This could impact on the financial sustainability of the Council.
CR6	Health and Safety Failure to comply with Health and Safety (H&S) statutory duties, responsibilities and processes could lead to serious harm, loss of life, preventable accidents and ill-health of staff, contractors, public or others affected by our undertakings. There could also be an impact on provision of services.
CR7	Contract Management Failure to manage contracts effectively could lead to the delivery of poor quality services or total loss of service. It could also lead to poor value for money being achieved.
CR8	Climate Change Failure to respond to climate change and plan effectively for severe weather events could impact on service provision and have wider community consequences.
CR9	Data Protection / Information Governance Failure to have data protection and information governance arrangements in place could lead to a breach of the Data Protection Act arising from a loss and/or disclosure of personal data. This in turn could lead to distress and harm for data subjects (the person to whom the data relates), a loss of public trust, financial

	penalties to the organisation, or other regulatory action as imposed by the Information Commissioner's Office.
CR10	Emergency Planning / Business Continuity Failure to have effective arrangements in place to ensure an effective response in an emergency situation could lead to distress and harm, a loss of public trust, and a failure to provide civil protection to residents, businesses and the wider community.
CR11	Safeguarding Failure to fulfil our responsibilities relating to the safeguarding of children and vulnerable adults could delay referrals for early intervention and lead to significant harm or death of a child or vulnerable adult, potential legal action and reputational damage.
CR12	National Planning Policy Framework Failure to meet the requirements of the National Planning Policy Framework (published September 2026) could impact the delivery of legacy councils' Local Plans, increase the number of appeals and associated costs and result in development occurring in unplanned locations. This may lead to financial loss and reputational damage and could affect the ability to meet Government housing delivery targets.
CR13	Services for Children with Special Educational Needs and Disabilities (SEND) There is a risk that changes to the way that central government provides financial support for SEND, and the accompanying reforms, could destabilise the SEND system by driving increased demand and hence returning to a balanced budget is further delayed into the life of successor councils.
CR14	Waste collection and street cleaning services Failure to manage the performance of the outgoing waste and street cleaning contract and the effective mobilisation of the new waste and street cleaning contract (starting June 2027) could lead to bins not being collected on time and/or litter and detritus accumulating on our streets and roads, which in turn may lead to increased complaints. This risk applies to two legacy council areas: Mole Valley District Council and Elmbridge Borough Council.
CR15	Housing services Failure to meet Standards set by the Regulator of Social Housing could result in regulatory intervention, enforcement action and reputational harm. It may lead to poor tenant outcomes, increased complaints and Ombudsman findings and significant financial pressures arising from required remedial work. Weak assurance, data quality or governance could further heighten the risk and impact East Surrey Council. This risk applies to one legacy council area, Tandridge District Council.
CR16	Housing Development Failure to deliver the council's housing programme as a result of issues with contractors, funding, planning, increasing build costs could impact the viability of schemes, reduce external funding and impact the council's ability to meet its strategic housing objectives. This may create financial pressures for the Housing Revenue Account. This risk applies to one legacy council area, Tandridge District Council.