



**To:**  
**All members of the**  
**Audit Committee**

*Please reply to:*  
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Date: 22 January 2025

## Supplementary Agenda

### **Audit Committee - Tuesday, 28 January 2025**

Dear Councillor

I enclose the following item which was marked 'to follow' on the agenda for the Audit Committee meeting to be held on Tuesday, 28 January 2025:

**11. Corporate Risk Register (Corporate Risk Management)**

**3 - 64**

To Consider the significant strategic risks and issues highlighted in this report and present these to the Corporate Policy and Resources Committee.

Yours sincerely

Melis Owen  
Corporate Governance

To the members of the Audit Committee

Councillors:

J. Button (Chair)

J.P. Caplin

P.N. Woodward

K. Howkins (Vice-Chair)

L. E. Nichols

J.R. Boughtflower

H.R.D. Williams

Independent Member: P. Briggs

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Substitute Members: Councillors: M. Arnold, C. Bateson, M. Bing Dong and T. Burrell

# Audit Committee



28 January 2025

<b>Title</b>	Corporate Risk Register (Corporate Risk Management)
<b>Purpose of the report</b>	To note
<b>Report Author</b>	Lee O’Neil, Deputy Chief Executive
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	No
<b>Exemption Reason</b>	N/A
<b>Corporate Priority</b>	Community Addressing Housing Need Resilience Environment Services
<b>Recommendations</b>	<b>Committee is asked to:</b> 1. Consider the significant strategic risks and issues highlighted in this report and present these to the Corporate Policy and Resources Committee, ensuring continued wider reporting of the Corporate Risk Register and actions across other Committees. 2. Consider the proposed changes to the risk categories/risk subject areas outlined in <b>Appendix C</b> .
<b>Reason for Recommendation</b>	The Corporate Risk Register must continue to ensure that the Council’s most significant risks in relation to achievement of corporate priorities and objectives are identified, managed, monitored, and reported. Continued visibility and ownership of the risks and issues raised in this report is recommended across the Council due to the significant and wide-reaching implications. This will support improved coordination in implementing risk management strategies.

## 1. Summary of the report

What is the situation	Why we want to do something
The Corporate Risk Register continues to ensure that the Council’s most significant strategic level risks in relation to achievement of corporate priorities and objectives are regularly	Exposure to wider externalities and other unprecedented pressures continue to present challenges to the Council and to the delivery of its corporate priorities. The approaches being taken to

identified, managed, monitored, and reported. The current reporting frequency coincides with the Audit Committee cycle and work programme	proactively manage identified risks and mitigate their impact are referred to in this report and related appendices.
This is what we want to do about it	These are the next steps
The Corporate Risk Register and related processes provide a mechanism for regularly reviewing risks to ensure any threats to the Council and its services can be addressed/minimised.	The corporate management team and lead Committee hold collective ownership and accountability for ensuring these strategic corporate risks are effectively managed. In doing so they are supported by designated lead officers (at Group Head level) who are responsible for overseeing the day-to-day management of these risks and ensuring future risk management strategies are progressed/implemented.

1.1 This report highlights significant strategic risks in delivering the Council's priorities (CARES) and objectives, current strategies to manage risks (defined as current controls and current mitigations) as well as any future strategies to manage associated risks.

1.2 The Council continues to encounter some challenges in delivering its corporate priorities due to exposure to wider externalities (including inflationary pressures and demands for housing). The approaches taken to proactively manage identified risks and mitigate their impact are referred to in the appendices to this report.

1.3 The Risk Register must now also be considered in light of the Government's recent White Paper on Devolution, which includes proposals for Local Government Reorganisation, the result of which will mean that Spelthorne will no longer exist as a sovereign authority within 2.5 – 3.5 years.

## 2. Key issues

2.1 The revised Corporate Risk Register content is appended to this report and includes the following:

(a) **Appendix A** - Identified risks along with current and future risk management strategies set out in one document, highlighting next steps in managing the risks.

(b) **Appendix B** - This has been redesigned since the last Committee into a tabular format to provide the Committee with clearer information on movements in risk scoring since their last meeting. This also provides details on how these scores have been calculated from the assessment of the likelihood of a risk occurring against the impact this could have.

2.2 Since the last meeting of this Committee the register has been updated to reflect any changes in the risks outlined at the time the report was written. The key headlines and updates to report across the broad risk categories on the register emerging from the current review are set out below.

2.3 As previously outlined to the Committee, it is proposed to consolidate some risk subject areas to reduce duplication of information and improve focus on the key issues. A table of proposed changes is shown in **Appendix C** for consideration by the Committee. Further changes may be necessary in the future to add new key risks and remove any subject areas where risks are eliminated or reduced to an acceptable level.

### **Changes in risk scores and other key updates**

2.4 Six risk scores have been adjusted since the last update to the Committee, two downwards and four upwards:

(a) **1a Housing – Local Plan** **Now Amber RAG** (*previously Red*). The risk score has been reduced from 12 to 9 to reflect the fact that Environment Agency concerns over flooding in relation to some specific sites have now been satisfactorily addressed (with a signed Statement of Common Ground on all flooding matters) and the Council now moving back to Examination.

(b) **1a Housing – Development and Targets – Housing Development Programme** – **Now Amber RAG** (*previously Red*). The risk score has been reduced from 12 to 9 to reflect the Council approving a Development Delivery Strategy and site prioritisation programme to form the basis of future decision making.

(c) **1b – Housing – Affordable – Housing supply and demand** **Now Red RAG** (*previously Amber*) – The risk score has been increased from 6 to 12 due to the ongoing pressure on our Housing service and the constant increase in demand for temporary accommodation, which impacts the Council's budgets. Although the acquisition of the Local Authority Housing Fund (LAHF) units has helped to address these issues this year, the demand keeps growing and costs continue to escalate. The Renters' Rights changes and the unaffordable private rented sector add to the pressures the Council is experiencing.

(d) **3 - Financial Resilience and Commercial Assets – Commercial Investment Portfolio** **Still Amber RAG**. The risk score has been increased from 6 to 9 due to longer-term sinking fund modelling indicating that more income from the commercial portfolio needs to be set aside into the sinking funds to allow for risks associated with future pressure points, where there could be significant tenant churns. Exit strategies have been produced for all the Council's property investment assets and taken to the Commercial Assets Sub-Committee, and these are used to feed into sinking fund modelling. The need to set aside more into the sinking funds means that the Council will need to reduce the level of subsidy of services from the investment assets from the current levels of £10m to £5m by 2031/32.

(e) **7 – Corporate Capacity, Resources, Recruitment and Retention – Recruitment and Retention** - **Now Red RAG** (*previously Amber*). The risk score has been increased from 8 to 12 to reflect the increased risks of staff becoming unsettled due to the Government's planned reorganisation of local government (see 2.4(f)&(g) below)

(f) **9 - Working arrangements across LG tiers – Strategic decisions** - **Now Red RAG** (*previously Amber*). The risk score has been adjusted from 9 to 16 (the maximum possible) to reflect the Government's planned reorganisation of local government, which would replace the current two-tier (county/district & borough)

system in favour of larger unitary authorities. The Government's intention is to deliver this structural reorganisation across all Council areas in England, with the first wave of new unitary authorities in place by April 2027 and the second wave by April 2028. Spelthorne therefore faces the prospect of no longer existing as a sovereign authority within 2.5 to 3.5 years, with very limited ability to influence how this is delivered in Surrey.

(g) **9 - Working arrangements across LG tiers – Change management**

**Now Red RAG** (previously Amber) – The risk score has been increased from 9 to 16 (the maximum possible) to reflect the challenging change management requirements associated with the Government's planned local government reorganisation.

NB. It is suggested that the Title of Risk Category 9 be changed from 'Working arrangements across LG tiers' to '**9 - Local Government Reorganisation**'.

2.5 Although the remaining risk scores remain the same, there are a number of other risk categories with updates of particular note:

(a) **4 - Financial Resilience and Supporting Communities: Financial Pressures - increased costs.** **Still Amber RAG.** Risk score remains 9. Although the RAG rating and risk score remain the same it is worth highlighting the medium-term financial pressures the Council faces, which were highlighted to Councillors in a November budget briefing together with a proposed an Outline Corporate Transformation Programme to address those issues.

(b) **4 – Financial Pressures – Cost of Living Crisis and increased demand on Council services - Still Amber RAG.** Although the risk score remains 9, there are potential risks associated with new Government policies affecting possible future demands for services and meeting future policy requirements, e.g. in relation to planning and housing delivery.

(c) **7 – Corporate Capacity, Resources, Recruitment and Retention – Corporate Capacity - Still Amber RAG.** Although the risk score remains 9 there are ongoing pressures on resources due to the Best Value Inspection, external audit work and the need to progress with Spelthorne's Local Plan, which is going back to Examination in January 2025. The impact of local government reorganisation on the workloads of staff are at present unknown. Further pressures may arise if the Government confirm support for a 3<sup>rd</sup> runway at Heathrow. The register and scoring will be updated once further information is available.

### **Other key updates**

2.6 Other risk scores within the register remain the same as previously reported, with continuing key underlying themes around financial risk due to:

- Ongoing funding challenges for local authorities,
- Increased demands on services, particularly in the area of housing,
- Risks associated with managing the accumulated capital costs of £10-15m arising from the suspension of direct delivery of the Council's Housing Development programme and the significant annual holding costs for Council-owned development sites, and
- Continuing high cost of debt, despite recent reductions in inflation.

## **Proposed future changes to Risk Categories**

As previously outlined to the Committee it is proposed to consolidate some risk subject areas to reduce duplication of information and improve focus on the key issues. A table of suggested changes is shown in **Appendix C**.

Further adjustments to risk categories/subject areas and associated narratives may be necessary as the full details and implications of Local Government Reorganisation become available.

Similarly, the Committee will need to consider any emerging new risks, or any item currently on the register where the risk is reduced to an acceptable level to remove the item from the register.

### **3. Options analysis and proposals**

3.1 The revised register and related appendices are an accurate reflection of the high-level significant risks affecting this authority, based on consultation with managers and assessment of risk and controls in operation.

#### **3.2 Option 1 (recommended option) –**

(a) To consider the contents of the Corporate Risk Register including any new or expanded risk categories, any risk categories that can be consolidated or removed, residual risks highlighted, current risk management strategies (current control actions, current mitigating actions) and future risk management strategies. (preferred option), and

(b) Consider the proposed changes to the risk categories/risk subject areas outlined in **Appendix C**.

3.3 **Option 2** - To recommend amendments to the Corporate Risk Register for consideration by the Corporate Risk Management Group.

### **4. Financial management comments**

4.1 As previously reported, there are major financial implications arising from several corporate risk categories on the register. This is explained further at para 2.6 above.

### **5. Risk management comments**

5.1 The Council's corporate and strategic risks impacting the effective achievement of corporate priorities, represent the most significant risks facing the authority. The register contains nine broad strategic risk categories, comprising specific risk subject areas that align to the broader category. Risk descriptions and consequences are identified and articulated, as well as the current controls and current mitigation measures in place to manage these risks. Current controls are those actions intended to reduce the likelihood of occurrence of the risk event, whilst current mitigations are those actions intended to reduce the impact of a risk event should it occur. Taken together, current controls and current mitigating actions

represent current risk management strategies. Future risk management strategies are also included in the register documentation.

## **6. Procurement comments**

6.1 Any procurement considerations relating to the risk categories on the register should be identified by the respective Risk Owners and lead officers and are likely to form part of separate reporting/communications.

## **7. Legal comments**

7.1 Some corporate risks facing the Council as identified on the register are driven or influenced by statutory requirements. For example, at risk category 8 - Equalities, Diversity and Inclusion refers to the Equality Act 2010.

## **8. Other considerations**

8.1 Whilst not currently referred to as a specific risk category on the Corporate risk register, the challenges facing the external audit sector have continued to present risks across the local government sector in terms of significant ongoing delays and backlogs in external audit assurance provision relating to prior year accounts, and the subsequent limitations regarding audit coverage and opinions. The backlog issues were addressed at an extraordinary meeting of the Audit Committee on 4<sup>th</sup> December ahead of the national cut-off date of 13<sup>th</sup> December 2024. The external audit review process relating to 2023/24 for Spelthorne is now well underway.

8.2 It should be noted that there could be further developments under any of the risk categories between the report being drafted and this being reported to the Committee. Any significant changes would therefore be reported verbally at the Committee as necessary.

## **9. Equality and Diversity**

9.1 The Corporate Risk Register incorporates Equality, Diversity and Inclusion as a specific strategic risk category and sets out current controls and current mitigation measures in place, as well as future risk management strategies. There are no further areas of progress to report as part of the September review of the risk register.

## **10. Sustainability/Climate Change Implications**

10.1 There are none separate to those in the revised Corporate Risk Register, and some updates have been made under the broad risk category 6 as part of the September review of the register.

## **11. Timetable for implementation**

11.1 Future risk management strategies show lead Council officers responsible for progressing actions, together with target timescales for implementation. The register content is reviewed and updated three times a year in consultation with the corporate Management Team, Group Heads and managers. It is coordinated, analysed, and reported by the Deputy Chief Executive, which includes identifying new risk descriptions, high level review of relevance of control and mitigation actions being reported in context of risk area, and proposing new risk management strategies in consultation with managers where deemed appropriate.



## **12. Contact**

12.1 Lee O'Neil – Deputy Chief Executive (l.o'neil@spelthorne.gov.uk)

12.2 Please also refer to contact names provided for Risk owners/accountable officers as well as lead Officers who hold responsibility for implementing systems of internal control and mitigating actions to manage and alleviate the risks identified against each broad risk category and risk subject area.

### **Background papers:**

There are none.

### **Appendices:**

**Appendix A** - Corporate Risk Register – this includes related narrative content as well as (i) level of assessed risk i.e., Red/Amber/Green - RAG status of each risk category (ii) Numerical Risk score and Direction of Travel.

**Appendix B** – Revised Risk scoring matrix summary – level of assessed risks in the register.

**Appendix C** – Suggested changes to risk categories/risk subject areas

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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	1a - Housing – Development and Targets		
<b>Risk subject area</b>	Alternative Development delivery options		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;">&lt;12</div> <div style="background-color: red; color: white; padding: 20px; font-size: 24px; margin: 0 10px;">12</div> <div style="background-color: orange; color: white; padding: 10px; margin-left: 10px;">9&gt;</div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Addressing Housing Need	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Coralie Holman Coralie Holman	

### Risk description

- In identifying, as part of the new Delivery Strategy, there are new risks to assess to determine whether such arrangements (for example Joint Ventures) represent financially viable solutions in the long term and that they do not accelerate the Council's financial risk exposure to an unacceptable level, consequently presenting further uncertainty and strain on the Council's financial sustainability. The prioritisation of sites within the Strategy was approved by Business, Infrastructure and Growth Committee on 12th September 2024, alternative Development Delivery Options for Council Owned Development Sites, Updated 16/9/24

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Governance and reporting arrangements.
- Professional advice, expertise and input from officers across the Council , to guide and support on the implications of any proposed routes put forward. Advice to provided with the parameters of the Development Delivery Strategy  
Updated 16/9/24
- Scrutiny of decisions is embedded within the Committee system of governance, and a 'call in' procedure can be invoked if required.

Reviewed 16/9/24

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Progressing new Member driven strategy in consultation with residents for delivering housing outcomes across the sites currently owned by the Council. This includes a site delivery priority list. the prioritisation of sites within the Strategy was approved by Business, Infrastructure and Growth Committee on 12th September 2024, alternative Development Delivery Options for Council Owned Development Sites.

Updated 16/9/24

### Future actions

Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Mitigation      April 2024      Identification and rigorous assessment of alternative Development Delivery Options for Council Owned Development Sites, to ensure they represent financially viable and sustainable solutions in delivering development targets.      In Progress

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	1a - Housing – Development and Targets				
<b>Risk subject area</b>	Timelines for delivery				
<div style="text-align: center;"> <span style="font-size: 2em; color: red; background-color: red; padding: 5px;">12</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="background-color: red; color: white; padding: 2px 5px;">&lt;12</span> <span style="background-color: orange; color: black; padding: 2px 5px;">9&gt;</span> </div>	<b>Last review by</b>	l.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM			
	<b>Corporate priorities</b>	Addressing Housing Need			
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad			
	<b>Lead officer</b>	Coralie Holman			
<b>Risk description</b>					
<ul style="list-style-type: none"> <li>Further to the Council's decision to suspend direct delivery of the Housing development programme from mid-October 2023, this will further impact timelines for delivery of housing schemes and development targets (both affordable and general housing). Ashford Victory Place site currently being marketed, with a report to come back to Business Infrastructure and Growth Committee in December. Thameside House in parallel being marketed and report coming to BIG in December. Updated 22/11/24 Update 16.01.25 - BIG Committee resolved not to recommend to Council the disposal of Ashford Victory Place to preferred bidders outlined in report. Marketing exercise ongoing for Thameside House with report to come to BIG early 2025.</li> </ul>					
<b>Current control actions</b>					
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence					
<ul style="list-style-type: none"> <li>Residual risk that may have to be accepted given the risk event occurrence and impact.</li> </ul>					
<b>Current mitigating actions</b>					
These are specific actions to reduce the <u>impact</u> of a risk event should it occur					
<ul style="list-style-type: none"> <li>Residual risk that may have to be accepted given the risk event occurrence and impact.</li> </ul>					
<b>Future actions</b>					
	Type	Timeline	Description	Status	Comments
	Mitigation	September 2024	Once strategy routes have been confirmed, monitoring mechanisms to be pursued of revised timelines for delivery of targets Reviewed 14/6/24	Outstanding	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	1a - Housing – Development and Targets	
<b>Risk subject area</b>	Local Plan	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Addressing Housing Need
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Heather Morgan Jane Robinson
<b>Risk description</b>		
<ul style="list-style-type: none"> <li>Any further delays in the examination and adoption of the Local Plan are likely to continue to impact on the ability to bring forward the appropriate quantum of housing development.</li> <li>If the Local Plan process is not subject to robust challenge, this may not provide adequate opportunity to shape and finalise a plan at key stages to ensure it meets the (a) optimal interests of Spelthorne (b) all regulatory, legislative and professional requirements.</li> <li>Due to further pausing of the Local Plan Examination Hearings until Spring 2024, as a result of the decisions made at the extraordinary E&amp;S committee meeting on 29 February 2024, a number of specific risks and challenges include: (i) additional pressure on SBC Local Plan to meet the housing need of other boroughs (ii) a lack of certainty around Housing Delivery (iii) legal challenge (iv) prospect of unsuitable developments (v) financial impact to the Council from delays in adoption of the plan (vi) adverse publicity and reputational damage</li> <li>Increased possibility of central government intervention to facilitate progression of the plan if the Council does not take active steps to move forward at an appropriate pace. This could have significant implications in terms of the sovereignty of decision making by the Council. 20.11.24 - the level of risk has reduced as the Council is looking to move back to Examination in early 2025 (request currently being considered by the Inspector). Update 16.01.25 - Inspector has agreed to go back to Examination - Hearing Sessions scheduled for Jan &amp; Feb 2025.</li> <li>The EA have for some time expressed concerns about flooding and on 2 May 2024, they advised that they still had some concerns around flooding issues regarding specific sites. There is a risk that if the matter is unresolved, the number and deliverability of a number site allocations may be at risk. This could potentially impact on the ability to deliver the required 5 and 10 year housing land supply. 20.11.24 - this has now been satisfactorily addressed and will be removed as a risk in the next Risk Register update</li> </ul>		
<b>Current control actions</b>		
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence		

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Impact assessment of the revised NPPF on the Local Plan submitted for Examination (on the basis of the current draft NPPF), with options around possible next steps.  
Update 14.08.24 - the revised NPPF issued at the end of July 2024 will not apply to the Local Plan as we are currently at Examination (and transitional arrangements apply). The Local Plan will be assessed under the July 2022 NPPF (with a lower housing target)
- Planning regulatory framework
- Planning Committee, Officer presentations/professional advice and Member decision making
- Update 14.08.24 - There has been considerable progress with the EA around their concerns on fluvial flooding (and that in their view this impacts on the soundness of the Local Plan). The decision of Council on 18 July 2024 to (1) remove further sites as site allocations,(2) move others further back in the Plan period, (3) make changes to the flood policy and (4) ensure that development does not come forward until suitable access and egress measures are in place has hopefully addressed all their outstanding concerns. The Chair of E&S wrote to the Inspector shortly afterwards to ask him to agree to go back to Examination. A draft Statement of Common Ground has been sent to the EA for their consideration. If agreed, this will mean there is agreement on all substantive matters, and that a key stakeholder is now satisfied that their concerns have been fully addressed.  
Update 20.11.24 - a signed Statement of Common Ground on all flooding matters has been received from the EA which was Noted by Council when it considered a report on the Local Plan on 28.10.24. This risk has now been fully mitigated and will be removed at the next update of the Risk Register.
- As a result of the Ministerial Direction (September 2023), monthly progress meetings continue to be held between senior officers from DLUHC and the Council. Update 14.08.24 -these meetings were suspended during the pre-election period and will re-start in September. There has been considerable progress on a number of fronts since September 2023 which have all been reported. The Council has met a number of key milestones. On-going dialogue around the work we have done reduces the risk of further intervention. Update 20.11.24 -there have been no recent formal meetings but we are keeping MHCLG apprised of our positive progress back to Examination
- Strategic flood risk assessment (SFRA) as part of Local Plan process, informing decision making.  
Update 14.08.24 - all revised and updated SFRA's have now been agreed by the EA. This will be formally covered and agreed in the Statement of Common Ground which has been sent to them. Once agreed, this risk will have been mitigated. Update 20.11.24 - the SFRA's have now been formally agreed by the EA as part of their signed Statement of Common Ground. This risk has now been fully mitigated and will be removed at the next update of the Risk Register
- Planning policies and guidelines
- Future review of the Strategic Flood Risk Assessment (SFRA) in light of the River Thames Scheme modelling as required. Update 20.11.24 - the SFRA modelling has been updated and the policy wording revised so that there is no reference to the River Thames Scheme (at the request of the EA). The SFRA and mapping that is used by the planning development management team will continue to be updated as required. There is no further action to be taken at this stage. This risk has been fully mitigated and will be removed at the next update of the Risk Register

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Strategic flood risk assessment (SFRA) as part of Local Plan process, informing decision making. Update 14.08.24 - There has been considerable progress with the EA around their concerns on fluvial flooding (and that in their view this impacts on the soundness of the Local Plan). The decision of Council on 18 July to remove further sites as site allocations, to move others further back in the Plan period, changes to the flood policy and ensuring that development does not come forward until suitable access and egress measures are in place has hopefully addressed all their outstanding concerns. A draft Statement of Common Ground has been sent to the EA for their consideration. Update 20.11.24 - the EA have now agreed this as part of their signed Statement of Common Ground. This risk has now been fully mitigated and will be removed at the next update of the Risk Register
- Impact assessment of the revised NPPF on the Local Plan submitted for Examination (on the basis of the current draft NPPF), with options around possible next steps.

Future actions					
Type	Timeline	Description	Status	Comments	
• Control	TBD	Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy	In Progress	Update 13.09.24 - Awaiting decision of Planning Inspector on whether the Council can go back to Examination or not. Update 20.11.24 - formal decision still awaited but the team are preparing so they are on the front foot if a positive response is received. Update 16.01.25 - Planning Inspector has agreed that the Council can go back to Examination, with the Draft Programme of Hearing Sessions published (these are due to take place in January & February 2025).	
• Mitigation	TBD	Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy	In Progress	See action on Control section	
• Mitigation	Dec 2024	All schemes progressed on Council owned land considered against the flood risk to ensure appropriate mitigation is included within the scheme design. Update 20.11.24 - this will only apply where the Council has direct control. If a site is disposed of, it will be for the subsequent owner to ensure flood mitigation is in place	In Progress	flood risk mitigation will be integral to all decisions by councillors on joint ventures/partnerships on sites within Staines-upon-Thames	



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	1a - Housing – Development and Targets	
<b>Risk subject area</b>	Housing Development Programme	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Addressing Housing Need
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Coralie Holman

### Risk description

- A number of factors have continued to very significantly affect the financial viability of each project (as previously reported) leading to rising overall costs, and risk of adverse financial position of the Council. In responding to this threat, the Council decided to suspend direct delivery of the Housing development programme from mid-October 2023. Options are being explored which will determine the extent to which accumulated capitalised costs of £10m to £16M (as at end of 2023-24) will need to be charged to Revenue. In addition, holding costs of £1.6m per annum relating to the housing delivery schemes are continuing to be incurred until outcomes are delivered on the sites. This continues to have a significant financial impact on the Council's budgetary position. This position is no longer financially sustainable and will need to be addressed.

Updated 22/11/24

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Governance and reporting arrangements. Examples include progress reporting of Property Development projects to officer and Member groups. Specific reports are referred to BIG Committee to seek approval for progressing marketing to identify delivery partners most recently Ashford Victory Place and Thameside House
- Established policies and framework
- The Development Delivery Strategy and site prioritisation has now been agreed by Full Council and is adopted to base decision making around.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Progressing new Member driven strategy in consultation with residents for delivering housing outcomes across the sites currently owned by the Council.
- Reserves strategy. Application of earmarked financial reserves to the Council's budget. Refreshed Reserves Strategy Report going to December 2024, setting out proposals to make use of some reserves to offset writing off impacts of some of the housing regeneration sites. Updated 22/11/24

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Assessment of options incorporating mitigation of holding costs on development sites.

Future actions					
Type	Timeline	Description	Status	Comments	
• Mitigation	.	Finalisation and implementations of Member driven strategy for delivering housing outcomes across sites owned by the Council was approved by BIG on 12th September 2024.  Updated 16/9/24	In Progress		

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	1b - Housing – Affordable	
<b>Risk subject area</b>	Housing Supply and Demand	
<div style="text-align: center;"> <div style="background-color: red; color: white; width: 40px; height: 40px; display: inline-block; margin: 0 auto;">12</div> </div> <div style="display: flex; justify-content: space-around; width: 100px; margin: 5px auto;"> <span style="background-color: red; color: white; padding: 2px 5px;">&lt;12</span> <span style="background-color: orange; padding: 2px 5px;">9&gt;</span> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Addressing Housing Need
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Karen Sinclair Housing Admin

### Risk description

- Lack of affordable housing supply increases homelessness with increased demand for temporary or social housing.

The demand for temporary housing increased significantly over the last few years and is expected to increase further. The cost of temporary accommodation sourced on the private market, grows as the demand increases. At present the average annual cost of a placement in temporary accommodation is approximately £20,000 per annum. The increased demand is caused by the shrinking private rented sector, affordability of rent and the wider cost of living crisis.

Long term prospect for increase in supply of housing appears bleak due to lack of interest from RPs to take s.106 units, the Council having suspended its direct development and wider viability challenges for developers.

Update 21/11/24
- Increased rate of determination of asylum seekers claims is resulting in more residents at the Asylum Seekers initial accommodation hotel in the Borough presenting to the Council seeking housing support. Increased service demand, but some asylum funding has now been received from the gov which reduces the pressure on existing budgets. Update 21/11/24
- Geopolitical factors continue to present increased demand in supporting refugee communities and consequently managing the provision of suitable and secure housing.

Reviewed - 21/11/24
- Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation. Any delay in adopting the Local Plan does not assist in progressing a wide spread of units for differing needs. If fundamental housing needs are not met / maintained this may have a negative impact on the health and wellbeing of individuals / families.
- If information relating to housing need becomes out of date or is significantly inaccurate this could have implications for the effectiveness and implementation of housing and homelessness strategies

Update 21/11/24 - new Locata Review Module has been implemented which is designed to regularly review circumstances and to maintain the Register data up to date.
- This is an external pressure based on asylum seekers coming to the UK

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Cost of living crisis, shrinking private rented sector, insufficient number of affordable housing, migration - refugees and Asylum seekers.  
Update 21/11/24 - impact of Renters Rights reform and landlords potentially exiting the market will further add to the housing pressure

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- The review process for S106 agreements with Developers aims to capture additional affordable housing.
- Quarterly Strategic Action Plan monitoring and review relating to Housing and Homelessness Strategies. Member approved tenancy strategy.
- More robust eligibility criteria now applied in determining applicants for the Social Housing register, to reflect Allocation Policy.  
Latest Housing Register Numbers as at 07/01/25 are as follows:  
Total on Housing Register 2,495.  
Excluding Category D ("Low housing Need and no "deemed need") totals 1,533.  
The Council is now implementing automatic review of circumstances every 6 months to keep the register up to date.  
  
Update as 07/01/25
- Homelessness Reduction Act incorporates proactive and preventative measures to support those at higher risk of homelessness
- Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need and manage pipeline of units.
- Spelthorne participated in the Local Authority Housing Fund (LAHF) capital funding programme (Rounds 1, 2 and 3) to acquire properties to house homeless refugees, as well as delivery of temporary accommodation. Spelthorne successfully delivered in the first 2 rounds of the LAHF programme and secured funding for the extension of Rounds 1 and 2, to deliver further 52 units (50 of which are temporary accommodation). In addition, Spelthorne was allocated further funding for a minimum of 8 units in Round 3 and applied for additional allocation of funding. The delivery of both the extension to Round 1 and 2 as well as Round 3 programmes was successful completed in September 2024. - the delivery of this programme has now been completed.

Updated 29/10/24

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Acquisition of properties to support refugees forms an important strategy that the Council is pursuing. (Partly funded from the LAHF grant rounds 1, 2 and 3).
- Council is lobbying for additional funding support in recognition of the resourcing and financial impact of more asylum seekers presenting in need of housing support. - additional funding now received from government which helps to cover the cost of TA for asylum seekers

Updated - 21/11/2024

- Applying Home Office funding and implementing wider schemes to provide additional support to refugees. - ongoing

Updated 29/10/2024

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Future actions Type	Timeline	Description	Status	Comments
<ul style="list-style-type: none"><li>Mitigation</li></ul>		Targeted exercise to identify potential tenancy fraud , with a view to freeing up social housing Update 21/11/24 - ongoing project - aim to complete by June 2025	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council


<b>Risk category</b>	1b - Housing – Affordable	
<b>Risk subject area</b>	Housing provision and addressing need	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Addressing Housing Need
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Karen Sinclair Housing Admin
<b>Risk description</b>		
<ul style="list-style-type: none"> <li>Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation. Any delay in adopting the Local Plan does not assist in progressing a wide spread of units for differing needs. If fundamental housing needs are not met / maintained this may have a negative impact on the health and wellbeing of individuals / families.</li> <li>If information relating to housing need becomes out of date or is significantly inaccurate this could have implications for the effectiveness and implementation of housing and homelessness strategies</li> <li>Complex needs amongst homeless clients requiring intensive support. Without the support the clients are unable to maintain a tenancy, which even if placed, will lead to reoccurring homelessness. This service is currently externally funded, but the future of the fund is uncertain. The demand for this service is also growing and additional resources are needed.</li> <li>Impact on residents and their housing need as a result of the Council stepping back from direct housing delivery and also Registered Providers not developing in the area.</li> </ul>		
<b>Current control actions</b>		
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence		
<ul style="list-style-type: none"> <li>Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need and manage pipeline of units.</li> <li>The review process for S106 agreements with Developers aims to capture additional affordable housing.</li> <li>Quarterly Strategic Action Plan monitoring and review relating to Housing and Homelessness Strategies. Member approved tenancy strategy.</li> <li>More robust eligibility criteria now applied in determining applicants for the Social Housing register, to reflect allocation policy.</li> </ul>		
<b>Current mitigating actions</b>		
These are specific actions to reduce the <u>impact</u> of a risk event should it occur		

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Administration and Group Leaders had a productive session with Professor Morphet who generated a number of suggestions as to strategies which could be explored to help address provision of affordable housing. The team is currently working on the preparation of a refreshed housing strategy and will seek to incorporate the suggestions into the new strategy

Future actions	Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	2 - Economy	
<b>Risk subject area</b>	Long Term uncertainty of macroeconomic environment	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Heather Morgan

### Risk description

- Whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of the macroeconomic environment, market volatility and geopolitical factors over which the Council has incredibly little influence.

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- The Business, Infrastructure and Growth (BIG) Committee provides a mechanism for the Council's Economic Prosperity strategy to be periodically refreshed and reported. The new committee gives the opportunity to ensure economic development considerations are integral to investment, development and place shaping decisions
- 16.08.24 - An Economic Prosperity Strategy has been developed (2023 – 2028) which addresses the key actions which face the borough. It incorporates a detailed strategy action plan detailing performance management measures in anticipating outcomes. An internal review has been undertaken and has determined the strategy needs refining - it has considered skills/employment, our hub and incubator, inward investment and whether more business engagement is required at a strategic level. The outcome of the review has determined the level of resources and expertise required to deliver the strategy and the rest of the ED function. The service plan for economic development (which reflects this) will go to BIG Committee in autumn 2024.  
Update 20.11.24 - growth bids have been submitted to the BIG committee (December) to ensure the ingoing operation of the very successful Youth and Skills Hub and the Business Incubator

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of wider externalities.

### Future actions

Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	2 - Economy	
<b>Risk subject area</b>	Cost of doing Business crisis	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Heather Morgan

### Risk description

- The potential for increased level of business failures amidst the growing 'Cost of doing business crisis' has led to closure of some retail and business units across the borough as a result of wider economic instability (inflationary pressures and increase in borrowing) and the need to pass on increased costs to the consumer. This impacts the economic prosperity of the borough and affects collections rates for business rate income, with reduced levels impacting finances and services available.

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Government assisted Energy Bills Support Scheme (EBSS) to support increased energy costs / bills.
- Monthly monitoring of Collection fund - Business Rates and Council Tax collection rates. Regular reporting of these to Corporate Debt Group and as part of KPI's to Councillors.  
  
As at end of August 2024 - Business rates collection rate was 49.8% compared to same stage 23/24 which was 50.8%.  
  
As at end of August Council Tax collection rate – 48.2% compared to 23/24 which was 48.6%  
  
Updated 16/9/24
- Shared Prosperity Fund Investment Plan to support economic regeneration. From a business perspective the Council secured funding for (1) climate change audits (2) consultancy support to ensure businesses can be sustained (3) funding for employment and skills hub (termed youth hub at point of bid submission).  
16.08.24 - All the projects are now well into implementation phase with audits underway, and support in place.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Local mitigating measures taken by the Economic Development team (to influence areas where a degree of local control can be applied). These include several measures to strengthen the resilience of local businesses in the face of future challenges - e.g. website design and increasing social media presence, energy efficiency measures, business networking and business to business support

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- 16.08. 24 - The employment and skills hub relocated to its new location (old Argos unit) in mid August. Considerable strides have been made to extend multi-agency working with other partners to assist residents getting back into work (best use pooled resoures)

Future actions					
Type	Timeline	Description		Status	Comments

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	3 - Financial Resilience and Commercial Assets		
<b>Risk subject area</b>	Commercial investment portfolio		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: orange; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin-right: 10px;">9</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: orange; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-bottom: 5px;">&lt;9</div> <div style="background-color: orange; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-top: 5px;">9&gt;</div> </div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Resilience	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Coralie Holman	

### Risk description

- Evolving externalities arising since the aftermath of the pandemic now compounded by the Cost-of-Living crisis and inflation, both continue to increase the Council's exposure to financial risk, with possible implications for the investment portfolio, including loss of anticipated rental income and increased costs from vacant space within the commercial assets. This may impact on the financial position, and our ability to deliver discretionary services, leading in the worst-case scenario to the Council becoming financially unsustainable with associated reputational damage.
- If key commercial asset leases are not maintained or renewed this may have implications for maintaining flow of rental income. Where asset holdings are aligned to a specific sector or location this could be impacted by wider externality factors and potentially present limitations in deriving optimal value
- The Council has a period of between 42 and 44 years before the debt finance associated with the acquisition of the investment assets is fully paid off. Over this period the Council is looking for the assets to deliver an ongoing income stream, to support the Council's Revenue Budget, currently that is about £10m per annum. However, the longer term sinking fund modelling is indicating that if the Sinking Funds reserves are sufficient to cope with the risk of significant tenant churns at certain points in the future, current levels of setting aside into the Sinking Funds will not be sufficient. The Outline Budget report which went to December 9th Corporate Policy and Resources Committee 9th December, identified that on the basis of refreshed modelling the contributions into the Sinking Funds will need to be steadily increased by 2031 which will halve over that period the level of subsidy of services. This will require some significant transformation to enable services to adjust.  
Revised 20/01/25

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- A new overarching Asset Management Strategy & Asset Management Plan has been completed for the 24/25 - 27/28 financial year period - updated 19/9/24 by CH
- Individual Business Plans for all assets, with a summary portfolio level AIS focused on the coming 12 month period. New Business Plans for 25/26 are being progressed from Sept 24 - for presentation to committee in Jan/Feb 25 - updated. Exit Strategies for all the investment assets have been produced and taken to the September, October and November 2024 meetings of the Commercial Assets Sub-Committee. These exit strategies feed into the Sinking Funds modelling. Updated 22/11/24

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Capital Strategy includes key performance indicators with a particular focus on the investment portfolio. The investment portfolio has its own bespoke KPIs and Risk Register. Tweaked by CH 2/8/24
- Performance management measures – KPIs are reviewed annually and benchmarked against external, regional property indicators i.e., vacancy rates, market rentals, occupier demand. Updated 29/7/24
- Governance reporting - Investment performance reported regularly to Councillors at Commercial Assets Sub-Committee, Business and Infrastructure Growth Committee and Corporate Policy and Resources Committee.

Updated 29/7/24

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Sinking fund reserves strategy to support periods of tenancy voids and offset dips in rental income. Monitoring of contributions and overall amount of sinking fund balance held. A major refresh of the Sinking Funds modelling has been undertaken which suggests that over time the Council will need to set aside more of the rental income into the Sinking Funds Reserves, in order to build up those balances sufficiently rapidly to have sufficient funds to meet future pressure points. In turn this will mean over time the Council will need to reduce down from the current level of £10m per annum the net subsidy of services from the investment assets to £5m by 2031 ie a halving of the subsidy. This therefore would have required a significant transformation programme across the organisation, if Local Government Reorganisation were not being implemented. Updated 20/1/245
- Sinking Funds modelling has been refreshed over a 50 year period, with ability to input and flex a range of parameters. Refreshed sinking fund model being reported to Corporate Policy and Resources on 20th January 2025, and there will be a demonstration of the model to members of that Sub-Committee and members of the Commercial Assets Sub-Committee before a further report is brought back to MARCH CPRC.  
  
Update 20/01/25
- Periodical financial health check of tenants to support accurate forecasts
- Ongoing management of voids with a view to reducing the portfolio void rate. Assets team proactively working to fill voids quickly using external lettings agents, understanding market demand and the size of accommodation needed.
- SBC participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions. On 8th May DLUHC (now MHCLG) announced a Best Value Inspection process to review how the Council mitigates risk. The Council is actively engaging with the Inspection Process which the Council has now been advised will last until the end of January 2025.  
  
Updated 20/01/25
- Proactive monitoring of key lease renewals to secure ongoing rental income, or pursue options for alternative use. Assets team engage with tenants ahead of lease ends/breaks coming up. Two new team members recruited.  
  
Reviewed 16/9/24
- Public Interest Report Action Plan implemented. Review against PIR Action Plan reported to July 2024 Audit Committee, and accepted by Councillors.

Exit Strategies being prepared and presented to Commercial Assets Sub-Committee meeting September to November. These strategies being reflected in revised sinking funds modelling assumptions.

Updated 16/9/24

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Invite external consultants with specialist expertise to critique approaches and share any learning points. For example JLL's report to Development Sub-Committee in February 2024 and March 2024 Audit Committee.  
Updated 20/01/25

Future actions					
Type	Timeline	Description	Status	Comments	
• Mitigation	Ongoing	To explore and assess opportunities for further diversification of the Council's asset holdings	In Progress		
• Mitigation	End of November 2024 - updated 19/9/24 CH	The Council will actively and openly engage with the Best Value Inspection team to assist in an independent review of risk management and governance .	In Progress	This is an on-going piece of work where the deadline has been extended due to the later than expected appointment of the final 2 inspectors	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	4 - Financial Resilience and Supporting Communities	
<b>Risk subject area</b>	Financial Pressures - increased costs	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Terry Collier

### Risk description

- Significantly increased financial pressures faced by the Council, similar to other councils arising from the recent inflationary pressures on fuel, gas and electricity, staff pay pressures, significantly increased PWLB loan rates, which are now anticipated to fall more slowly in 2025 than previously anticipated presenting higher borrowing costs, managing accumulated capitalized costs and annual holding costs relating to housing delivery schemes, and other external factors are collectively causing a significant increase in revenue costs and capital expenditure. Equally the housing crisis is increasing the need to spend on temporary accommodation to support residents and higher interests impacting on landlords and rent levels

Potential risk as housing and cost of living crises continue to impact on households more of them will struggle to pay council tax bills

- Risk that the new Government in addressing national public expenditure pressures reduces funding available for local government adding to the challenge of providing discretionary services. This will become clearer once Spending Review announced (Budget on 30th October flagged that the Government is looking for 2% efficiency savings across the public sector) and the Provisional Local Government Financial Settlement is announced on 19th December 2024. Updated 22/11/24

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Financial impact assessment modelling undertaken as proactive measure.
- Annual budget process incorporates review and scrutiny at several stages including the informal all councillors budget briefings. 25th November Budget Briefing highlighting the significant medium term financial pressures and the need to drive transformation change in order to offset those impacts

Under Committee system process has been made more transparent

Reviewed 22/11/24

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- All Councillor Budget Briefings, undertaken 3 times a year setting out financial risks in context of budgetary position, informing budgetary process. First Budget Briefing for 2025-26 undertaken on 15th July 2024 and second on 25th November 2024.

Updated 16/01/25

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Inflationary pressure contingency reserve to assist with any anticipated budget deficit.
- Earmarked revenue reserves with forecast for the next four years. Financial Reserves strategy subject to regular review, with annual review and approval of the Reserves Strategy by Corporate Policy and Resources Committee  
Updated 29/7/24
- Monitoring levels of reserves used at SBC and key financial performance indicators. Benchmarking and analysis of other Surrey Boroughs and districts use of reserves. Also benchmarking through LG Improve  
Updated 14/6/24
- Medium term financial strategy (Outline Budget) providing a framework for managing financial resources, in a planned and pro-active way. Enables measures to be implemented which may take time to deliver results ahead of when required. For example the Council is expecting additional pressures in 2026-27 if a Fair Funding Review and Business Rates reset happens then.

Updated 16/9/24

- Budget put forward for making efficiency savings over the next 4 years to further safeguard the authority. New targets have been incorporated into the 2024-25 Budget. Progress against savings targets being reported on a quarterly basis to MATplus and councillors

Updated 16/9/24

### Future actions

Type	Timeline	Description	Status	Comments
Mitigation	January 2025	SBC has participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions. DLUHC has notified the Council that it has commissioned a Best Value Inspection to be undertaken now expected to finish by end of November 2024. The Council is positively engaging with the Best Value Inspection Process. Updated 20/9/24	In Progress	The Council will positively engage with the Best Value Inspection process and address any recommendations.
Mitigation		Progressing medium term financial strategy and efficiency savings plan.	In Progress	
Mitigation		Monitoring and periodically reporting on outcomes of 4 year efficiency savings plan	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	4 - Financial Resilience and Supporting Communities	
<b>Risk subject area</b>	Restricted borrowing levels	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Mahmud Rogers

### Risk description

- As the Council's borrowing levels have necessarily become restricted in the context of wider financial and externality risk, this could impact how the Council responds to unexpected events or factors presenting uncertainty and therefore its financial resilience. Moving forwards it is exploring options both for generating capital receipts and drawing down some of its medium term financial investments which will reduce need for future borrowing.  
Whilst the Best Value Inspection process continues the Council remains able to borrow from the Public Works Loan Board. Council approved in October 2024 drawing down its medium termed pooled investments as an alternative to borrowing and partially accelerating the payment down of debt finance. This has meant that the Council has avoided needing to fix additional long term debt finance to finance the balance of the Eclipse Leisure Centre.

Updated 20/01/25

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Revised Treasury Management Strategy approved with amendments to the prudential indicators

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Participated in a Capital Assurance review with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and in the process of taking on board any improvement suggestions. Coinciding with the publication of the final Best Value Guidance, DLUHC notified the Council of a Best Value Inspection process to be completed by end of January 2025. This will review risk mitigation arrangements around level of borrowing and reliance on investment assets income. Once a response is received from Ministers on the Best Value Inspection process the Council will look to address any improvement recommendations.

Updated 20/01/25

- Participated in Surrey wide financial resilience review with commissioning of independent consultants to consider financial metrics as part of this assessment



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Future actions Type	Timeline	Description	Status	Comments
<ul style="list-style-type: none"> <li>Mitigation</li> </ul>		Any outcomes or further learning arising from the Surrey wide financial review will continue to be considered.	In Progress	
<ul style="list-style-type: none"> <li>Control</li> </ul>	early 2025	Council will positively engage with the Best Value Inspection process and will address any recommendations which emerge. Reviewed 20/1/25	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	4 - Financial Resilience and Supporting Communities	
<b>Risk subject area</b>	Financial Pressures - Cost of Living Crisis and increased demand on Council Services	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Terry Collier

### Risk description

- Combined with reduced fee income and potential for lower collection rates of Business Rates and Council Tax (exacerbated further by the continued Cost-of-Living crisis) this could have an impact on the Council's ability to deliver services as well as creating greater demands on community services, leading to a negative impact on the Borough's residents and communities (economic, social, physical and mental wellbeing). This coincides with increased service demands, leading to further growth bids for resourcing which are not financially sustainable or affordable unless these can be offset by savings. Ongoing financial pressures, in worst case scenario, could lead to the Council becoming financially unsustainable
- As part of delivery regeneration/housing outcomes on existing council sites across the portfolio owned by the Council there is a risk, which could be magnified depending on timing relatives to the property valuations cycle, that some of the schemes will result in capital losses which will need to be written to Revenue. Equally if schemes approve abortive, accumulated capitalised costs would need to be written to Revenue. A number of factors have continued to very significantly affect the financial viability of each project (as previously reported) leading to rising overall costs, and risk of adverse financial position of the Council. In responding to this threat, the Council decided to suspend direct delivery of the Housing development programme from mid-October 2023. Options are being explored which will determine the extent to which accumulated capitalised costs of £16M (as at end of 2024-245) will need to be potentially charged to Revenue.

In addition, holding costs of £1.6m per annum relating to the housing delivery schemes are continuing to be incurred until outcomes are delivered on the sites. This continues to have a significant financial impact on the Council's budgetary position. Moving forwards in 2025-26 the Council has ceased to capitalise interest costs so these costs will impact the Revenue Budget.

Updated 20/01/25

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Annual budget process incorporates Officer and Member review and scrutiny at several stages with measures to support production of balanced budget. Service planning process integrates with annual budget process.

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Medium term financial strategy providing a framework for managing financial resources.
- All Councillor Budget Briefings, undertaken 3 times a year setting out financial risks in context of budgetary position, informing budgetary process.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Budget put forward for making efficiency savings over the next 4 years to further safeguard the authority. Progress against this target is currently being re-assessed, and additional measures put in place to maintain clear focus on cashable savings.
- Cashable savings working group set up to target efficiencies and savings.
- Procurement Projects Board set up to ensure focus on delivering value for money from procurement.
- Use of Local Authority Housing Fund enabled purchase of approximately 60 Temporary Accommodation with near 50% grant funding and transferring the units to the Council's Housing Company. Having direct control of such units will save the Council approximately £3m per annum compared to the alternative of placing in private bed and breakfast. This is significantly mitigating the housing pressures on the Council's Revenue Budget. Updated 16/9/24.  
Update 16.01.25 - Now acquired total of 82 housing units through LAHF.
- The Council maintains a Reserves Strategy, refreshed and reviewed every year by Corporate Policy and Resources Committee. One aspect of this strategy is to ensure that sufficient cash backed revenue reserves are maintained to assist in offsetting any write off of capital losses/capitalised costs to Revenue.
- Governance and reporting arrangements. Examples include progress reporting of Property Development projects to officer and Member groups. Specific reports are referred to BIG Committee to seek approval for progressing marketing to identify delivery partners most recently Ashford Victory Place and Thameside House

### Future actions

Type	Timeline	Description	Status	Comments
• Mitigation		Progress against cashable savings has been incorporated into the quarterly budget monitoring reports.  Updated 16/9/24	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	5 - Treasury Management	
<b>Risk subject area</b>	Return on Investments	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience, Services
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Mahmud Rogers

### Risk description

- If the Council receives a reduced return on long term investments and/or investments become insecure in the current / future economic climate, then this will have an adverse impact on the Council's financial position, weakening financial resilience. Currently interest rates are relatively high which has boosted returns, following the first reduction in August and November 2024 it is expected that the Bank of England will make a number of base rate reductions over the next eighteen months or so.

A risk of missing opportunity to lock in good return rates in investments such as supranational bonds. However, need to be weighed up against need to maximise ability to internally borrow and reduce need to externally borrow.

Updated 20/01/25

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Council's investments are managed internally in consultation with specialist advisors Arlingclose.
- Investments with approved institutions as per policy and strategy
- Aim to select counter parties of the highest credit quality. Credit ratings monitored. Credit Default Swaps (SDS) are monitored
- February 2024 Council has approved Strategy for 2024-25. Draft Strategy for 2025-26 being considered by Corporate Policy and Resources Committee 20th January 2025.

Updated 20/01/25

- Application of professional (CIPFA) Code of Practice and Prudential and Treasury Management Codes
- Performance measurement and outturn reporting, as well as Investment Benchmarking

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Regular engagement with the Council's specialist advisors at Officer and Member level to enhance knowledge, subsequently informing decisions.
- Arlingclose to provide regular training sessions for councillors. Last session January 2024.

Updated 16/9/24

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- By investing in a balanced mix of unit funds linked to assets, bonds and equities this is intended to spread the risk and minimize the impact of occurrence of any adverse investment returns.

### Future actions

Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	5 - Treasury Management	
<b>Risk subject area</b>	Borrowing	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience, Services
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Mahmud Rogers
<b>Risk description</b>		
<ul style="list-style-type: none"> <li>Significant rises in interest rates and increased cost of borrowing / loans influence the Council's treasury activities. This also presents positive opportunities in enabling great returns to be earned on the Council's surplus cash supporting the Revenue Budget. Following the October 2024 Budget gilt raises have risen significantly pushing up Public Works Loan Board rates. Updated 20/01/25</li> <li>Risk that Council fixes borrowing required for existing capital programme too early and locks into a higher cost of borrowing. 12/6/24</li> </ul>		
<b>Current control actions</b>		
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence		
<ul style="list-style-type: none"> <li>Approved Treasury Management Strategy for 2024-25. Draft Strategy for 2025-26 going to 20th January 2025 Corporate Policy and Resources Committee. Updated 20/01/25</li> <li>Application of professional (CIPFA) Code of Practice and Prudential and Treasury Management Codes</li> <li>Regular engagement with the Council's specialist advisors at Officer and Member level to enhance knowledge, subsequently informing decisions.</li> <li>Arlingclose to provide training session for councillors.</li> </ul>		
<b>Current mitigating actions</b>		
These are specific actions to reduce the <u>impact</u> of a risk event should it occur		

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Ongoing review and assessment of options with Treasury Management (TM) advisors regarding the Council's borrowing strategy in the context of interest rates rises and volatility.

Corporate Policy and Resources Committee and Council in October 2024 approved drawing down the Council's medium term pools to facilitate short term internal borrowing to reduce need for external borrowing to finance the balance of the Eclipse Leisure Centre.

Reviewed 20/01/25

- Fixed interest rate on most debt and for investment assets and an interest equalization reserve is in place.

Future actions				
Type	Timeline	Description	Status	Comments

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	6 - Climate Change	
<b>Risk subject area</b>	Climate Change threat and impact	
<div style="text-align: center;"> <div style="background-color: red; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">12</div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 5px;"> <span style="background-color: red; color: white; padding: 2px 5px; font-size: 10px;">&lt;12</span> <span style="background-color: red; color: white; padding: 2px 5px; font-size: 10px;">12&gt;</span> </div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Environment
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Sandy Muirhead

### Risk description

- Climate change represents a significant global threat driving social and economic disruption with far ranging consequences for socioeconomic stability. Climate change and extreme weather events impact health and safety, food systems, supply chains & procurement, economic productivity, and losses. Due to climate change, there is a specific risk to the Borough of Spelthorne in terms of more extreme heat and increased flooding, besides the more global threats such as severe storms (threat to loss of life and limb) impacting locally. As climate change is happening updated the RAG status to 12 as the changing climate will have impacts on the Borough. It has also been confirmed 2023 was the hottest year on record and is breaking the 1.5 celsius threshold. Reviewed 27.11.24

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Environment and Sustainability Committee developed an action plan as part of the climate change strategy to move the Council towards net zero carbon emissions, aiming to get to Net Zero for Scope 1 and 2 emissions by 2030. The climate change strategy has been updated along with a clear action tracker and is going to Committee for approval on 17 September 2024. The original action plan had 72 actions but we have combined a number to avoid duplication; 8 are fully complete, 51 are ongoing, 6 are being explored through background work and 7 have not yet started. (reviewed 12.9.24)
- Environment and Sustainability Committee will continue to explore ways to meet a carbon neutral target, and to promote climate change as an issue that needs to permeate all Council areas to ensure SBC reduce their carbon footprint and adapt to climate change.
- Surrey County Council have developed a strategy on Climate Change referred to as Greener Futures Delivery Plan which the Environment and Sustainability Committee have supported. Linked Spelthorne's Climate Change strategy where appropriate to Greener Futures Delivery Plan.
- Collaborative measures required to support a coordinated approach to strategy implementation across the organisation and looking at joint service projects. (Reviewed 12.9.24)



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Continuing to roll out Carbon Literacy training days and participating staff have committed to a range of carbon saving pledges. Some member Induction training was undertaken in June 2023 and further training on carbon literacy has taken place on 24/25 November but only a few members attended despite training being mandatory. The Council has reached bronze level in the carbon literacy hierarchy and is aiming for silver in Q4 24/25.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Funding resources secured to support strategy implementation and are being allocated and targeted to reduce the carbon footprint of the Council to help ensure SBC are net zero by 2030. Seeking alternative funding to continue to develop schemes to meet net zero targets.
- The corporate plan has key actions on climate change and is supported by the climate change strategy and associated actions which require services to address the net zero targets the Council has set.

### Future actions

Type	Timeline	Description	Status	Comments
Control		Within the legal constraints to implement the proposed supplementary planning guidance (SPD) to assist in future properties being better adapted to both heat and cold. However, SPD moving beyond guidance to having more weight in the planning process is dependent on implementation of the Local Plan.	Outstanding	The guidance is helpful in demonstrating what can be done to improve the resilience of properties to climate change
Mitigation	2022 to 2028	Reviewing and updating climate change strategy and ensuring fully aligned with corporate plan actions but includes mitigation options for Council assets, enhancement of biodiversity and adaptation. To be completed 17.9.24 subject to Committee agreement. (reviewed 11.9.24)	In Progress	Review of climate change strategy completed but needs resourcing to fully implement and also needs cross service input.

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	6 - Climate Change	
<b>Risk subject area</b>	Responding and adapting to Climate Change	
<p>A risk score of 8 is displayed in a large orange square. To its left is a smaller orange square containing '&lt;8' and to its right is a smaller orange square containing '9&gt;'.</p>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Environment
	<b>Risk owner</b>	Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Sandy Muirhead

### Risk description

- If the Council is not pursuing measures or seeking positive opportunities to mitigate and adapt to climate change, it could result in criticism / bad press / public demonstration and additional organisational pressures may result in a loss of focus around climate change and green initiatives. A lack of preparedness for the impacts of climate change may lead to Council Services no longer being sustainable or in a suitable position to operate in the future. The last 8 years have been the world's hottest and in the summer of 2022 there were 72,000 excess deaths in Europe due to the extreme heat. 2023 was the hottest year on record The UK is equally likely to see weather extremes going forward impacting on the economy and actions required by the Council e.g in times of severe flooding seriously draining the Council's resources. reviewed 12.9.24

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Environment and Sustainability Committee developed an action plan as part of the climate change strategy to move the Council towards net zero carbon emissions, aiming to get to Net Zero for Scope 1 and 2 emissions by 2030. 12.9.24
- Environment and Sustainability Committee will continue to explore ways to meet a carbon neutral target, and to promote climate change as an issue that needs to permeate all Council areas to ensure SBC reduce their carbon footprint and adapt to climate change.
- Surrey County Council have developed a strategy on Climate Change referred to as Greener Futures Delivery Plan which the Environment and Sustainability Committee have supported. Linked Spelthorne's Climate Change strategy where appropriate to Greener Futures Delivery Plan.
- Continuing to roll out Carbon Literacy training days and participating staff have committed to a range of carbon saving pledges.
- Carbon Footprint section on Service Plans which provides an opportunity for departments to support the Council's commitment to reducing carbon emissions and explain how they intend to adapt elements of their service delivery to achieve this.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Funding resources secured to support strategy implementation through the Green Initiative Fund. These are being allocated and targeted to reduce the carbon footprint of the Council to help ensure SBC are net zero by 2030. Though many measures are invest to save the current Council financial position may limit opportunities 27.11.24

Future actions				
Type	Timeline	Description	Status	Comments
• Control	August 2024	Cllrs were given training to raise awareness and enhance understanding of Climate Change issues across the Council. Cllrs have recently agreed that encouragement needs to be given for Cllrs that have not completed the training to do so. Information given to Group Leaders (reviewed 12.9.24)	In Progress	Seeking to undertake Cllr training over two evenings
• Mitigation	December 2024 but will ongoing	Training is underway to raise awareness and enhance understanding of Climate Change issues across the Council (staff and Councillors).	In Progress	
• Control	2025	To build on Greener Futures climate adaptation strategy and incorporate actions into our climate change strategy.	In Progress	with current climate change officer leaving this is likely to be delayed

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	6 - Climate Change	
<b>Risk subject area</b>	Integration into decision making	
	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Environment
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Sandy Muirhead

### Risk description

- Where integration into wider Council decision-making is not evident this reduces the effectiveness of holistic approaches in delivering Spelthorne's strategy

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- All Committee reports include a section on Sustainability and Climate Change considerations which should be reflected upon by report authors to identify both positive and adverse impact of proposals being put forward by Officers requiring a Member decision.
- Through carbon literacy training of staff and the climate change and sustainability officers working with services across the Council, climate change is becoming embedded in service delivery.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Through ongoing monitoring of climate change strategy and corporate plan actions can ensure climate change mitigation and adaptation is incorporated into day to day Council projects/activities.

### Future actions

Type	Timeline	Description	Status	Comments
Mitigation	December 2024	Mandatory Carbon literacy training programme underway across the Council	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	6 - Climate Change				
<b>Risk subject area</b>	Targets for Climate Change				
	<b>Last review by</b>	l.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM			
	<b>Corporate priorities</b>	Environment			
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad			
	<b>Lead officer</b>	Sandy Muirhead			
<b>Risk description</b>					
<ul style="list-style-type: none"> <li>Inadequate mechanisms for monitoring and reporting on status provides limited insight regarding keeping on track in pursuing net zero carbon emissions and wider government reporting requirements.</li> </ul>					
<b>Current control actions</b>					
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence					
<ul style="list-style-type: none"> <li>A Climate Change Working group made up of a cross party group of elected Members to focus on monitoring of actions towards carbon neutrality and initial assessment of ideas.</li> <li>Officer updates to Members on the progress of the Climate Change Action Plan.</li> <li>Annual Reporting of Carbon Emissions to Surrey County Council</li> <li>Quarterly KPI reporting</li> </ul>					
<b>Current mitigating actions</b>					
These are specific actions to reduce the <u>impact</u> of a risk event should it occur					
<ul style="list-style-type: none"> <li>Benchmarking and/or analysis of comparative energy savings achieved across Surrey Districts and boroughs</li> <li>Ensure delivery of corporate plan actions to assist in mitigating climate change and reducing the Council's carbon emissions using the corporate plan action tracker (27.11.24)</li> </ul>					
<b>Future actions</b>					
	Type	Timeline	Description	Status	Comments
	Control	March 2025	Environmental Social Governance (ESG) assessment underway to develop future strategies for reporting requirements on climate change	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	7 - Corporate Capacity, Resources , Recruitment and Retention		
<b>Risk subject area</b>	Corporate capacity		
	<b>Last review by</b>	l.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Resilience, Services	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Sandy Muirhead	

### Risk description

- Overstretched capacity could lead to increased staff fatigue / burnout / sickness levels arising. This may impact further on employee stress levels and mental / physical wellbeing, which may also lead to reductions in expected service delivery and reduced morale especially with pressure to complete more tasks over and above planned work (12.9.24). .
- Overstretched staff may feel encouraged to leave to less demanding roles in other areas including the private sector and this has been recently exacerbated in certain areas by best value work
- Availability of external roles especially better paid roles. The Council struggles to keep up with increased pay in roles in the sector as a whole. 12.9.24
- There is a need to monitor added pressures associated with Local Government Reorganisation, which will require the Council to participate in provision of data and associated transition work. Additional resources will be needed to support this process in order to prevent effects on existing Council activities/services and excessive pressure on staff. Additional work pressures may also arise if the Government confirms support for 3rd runway at Heathrow. CRR scoring will be updated, if necessary, as part of next quarterly update once further information becomes available. 22.1.25

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Management to address workload issues across teams, with continued prioritisation of tasks, but tasks are exceeding ability to deliver in certain areas especially in services where it is difficult to recruit staff 12.9.24
- Corporate performance management systems operating across various levels, intended to promote golden thread and support delivery of corporate priorities and objectives.
- Annual Service Planning should refer to capacity pressures being experienced/foreseen by Service Managers/Group Heads (under risks section), so that any remedial action can be proposed and discussed
- Collaborative Working Group to promote partnerships and alternative service models with a view to supporting organisational resilience measures. Group has reconvened 25.11.24 (27.11.24)

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Various support systems operating in promoting and supporting staff wellbeing e.g Carefirst 12.9.24
- Corporate performance management systems operate across services with a view to promoting the corporate plan and associated actions translated into tasks; but also to ensure staff are managing workloads and priorities. 12.9.24
- Management and HR monitoring of sickness absence levels related to stress or overstretched capacity provides corporate insight that could indicate any further remedial action required
- Participated in an LGA review of 2022 which raised findings regarding working culture though recent staff survey demonstrates staff feel very positive about their working environment internally but one area that showed red was in relation to Cllrs. (27.11.24)
- Corporate Establishment Review undertaken in 2023 with some further actions identified/ pursued . This also overlaps with the other risks in this category relating to recruitment and retention. Corporate capacity is under strain in November 2024 due to various factors across the organisation (27..11.24)

### Future actions

Type	Timeline	Description	Status	Comments
Control	Ongoing	Demand Management and developing approaches to measure and monitor demand levels across the Council but need to recognise that demand management is not always easy due to for example extra people presenting as homeless putting more demand on housing staff or extra Government requirements e.g productivity plans	Outstanding	All managers try to provide some balance in terms of staff workload but there often demand factors which arise from external sources and may be difficult to predict. recent budget works and demands from best value process have put extra strain on staff 27.11.24

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	7 - Corporate Capacity, Resources , Recruitment and Retention		
<b>Risk subject area</b>	Recruitment and retention		
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #ffc107; padding: 5px; border: 1px solid black;">&lt;8</div> <div style="background-color: #dc3545; color: white; font-size: 2em; padding: 10px; border: 2px solid black;">12</div> <div style="background-color: #dc3545; padding: 5px; border: 1px solid black;">12&gt;</div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Resilience, Services	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Sandy Muirhead	

### Risk description

- Unsuccessful recruitment and ongoing unfilled vacancies in a challenging and competitive labour market leads to reduced availability of technical skills and relevant expertise is spread more thinly across Services. Staff shortages further exacerbate workload pressures across teams. The consequences of this risk are set out earlier under corporate capacity.
- Ineffective or inappropriate recruitment exacerbated by the skill shortages within the local government market could result in appointments that fail to effectively meet business need leading to reduced service quality and/or periods of ongoing vacancies which puts extra demands on staff and HR resources (27.11.24).
- Update 16.01.25 - The Government's plans for Local Government Reorganisation, may lead to loss of some staff and difficulties recruiting to vacant posts, particularly if Spelthorne is included in the first wave of the programme.

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Several measures have been underway for some time and previously reported. These relate to HR policies, financial enhancements for hard to fill posts, development and upskilling opportunities, schemes to support staff wellbeing, hybrid working patterns and flexible working arrangements to attract and incentivise staff to modern working practices, staff pay reviews, HR professional networking forums with a view to applying best practice learnt.
- Staff and member feedback including commissioning annual surveys to ascertain key concerns, issues and promote continuous improvement measures. Staff survey undertaken in 2024 had a very high participation rates and most scores were highly positive regarding working conditions but Cllr area scored low. (12.9.24)
- Staff communication plan on Local Government Reorganisation (LGR) to be developed and maintained throughout the transition process. CARE first offering to be enhanced with a programme to assist staff on the current establishment to prepare for the opportunities that a larger unitary authority may offer (16.01.25).

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Where recruitment into posts is not possible appointed interims or agency staff to ensure continuity in the services and enable continued delivery of the service concerned.
- Possible need to increase the use of agency staff where recruitment issues develop due to LGR. Use of honorariums for existing staff where they are required to step up to cover work of vacant posts (16.01.25).

Future actions				
Type	Timeline	Description	Status	Comments
• Mitigation	Ongoing	To continue to advertise in all service relevant journals to ensure maximise opportunities for those seeking roles to see them.	In Progress	
• Mitigation	Ongoing	Continue to explore new and innovative recruitment and retention strategies in a competitive market. This includes workplace flexibility	In Progress	
• Mitigation	Ongoing	Continue to draw optimal value from all relevant hubs of expertise including externally conducted research in continuing to facilitate and promote a holistic approach to responding to recruitment and retention challenges and future-proofing the Council's workforce.	In Progress	Recruitment team and officers are looking at al options for advertising roles but also including opportunities to appoint apprentices and train from within
• Control	April 2027	Maintaining an effective communication plan with staff re LGR and offering enhanced support/development opportunities through the CARE first programme, will assist in retaining some staff as the transition to the new unitary authority progresses. (16.01.25)	In Progress	Action timeline assumes Surrey in first wave of Councils undergoing LGR.

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	8 - Equality, Diversity and Inclusivity	
<b>Risk subject area</b>	Legislative requirements	
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: #0056b3; color: white; padding: 5px; margin-right: 5px;">&lt;6</div> <div style="background-color: #ff9900; color: black; font-size: 2em; padding: 10px; margin-right: 5px;">6</div> <div style="background-color: #0056b3; color: white; padding: 5px; margin-left: 5px;">6&gt;</div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Resilience, Environment, Services
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Sandy Muirhead

### Risk description

- If there is a failure to effectively adhere to the Equality Act (2010), this could lead to workplace practices and delivery of services that fail to incorporate necessary principles, standards and requirements in promoting equal opportunities, diversity and inclusivity. This may increase risks of discriminatory practices and consequentially, the Council could be subject to complaints or even claims resulting in reputational damage.

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Training mechanisms to raise awareness and understanding such as the online Workrite module. Seeking further training options for early 2025. (12.9.24)
- All Committee reports include a section on Equality, Diversity and Inclusivity considerations to ensure this area is embedded into Council decision making . It should be carefully reflected upon by report authors to identify any implications and whether there is any specific impact for proposals being put forward requiring a Member decision.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Equality Impact Assessments are completed as a requirement on initiation of new projects and strategies.
- An Equality and Diversity audit is being undertaken in November/December 2024 with a report to be produced in January for management team. This audit will assist in identifying further areas of work to be carried out. From the audit we are anticipating producing an EDI plan, which subject to confirming resourcing will be implemented during 2025. 4.12.24

Future actions	Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

• Control	March 2025	<p>This action is subject to resource allocation. Assign a lead Officer to support production of an Equality, Diversity, and Inclusivity Strategy for the Council. This will provide a more robust structured approach in delivering and embedding essential, principles, standards, and requirements in promoting equal opportunities, diversity, and inclusivity. To develop further internal activities and strategy/policy development an officer has been assigned to undertake this task in human resources.</p> <p>The audit currently being undertaken will assist in identifying the resource required and better enable allocation of the resource needed 4.12.124</p>	In Progress	Due to constrained resources a long lead time is required though a lead officer has been designated
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	8 - Equality, Diversity and Inclusivity		
<b>Risk subject area</b>	Coordinated approach		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: #0056b3; color: white; padding: 5px; margin-right: 10px;">&lt;6</div> <div style="background-color: #ff9900; color: black; padding: 20px 40px; font-size: 2em; font-weight: bold; margin-right: 10px;">6</div> <div style="background-color: #0056b3; color: white; padding: 5px; margin-left: 10px;">6&gt;</div> </div>	<b>Last review by</b>	l.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Community, Addressing Housing Need, Resilience, Environment	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Sandy Muirhead	

### Risk description

- If there is insufficient resource, skills or expertise to develop, promote and support implementation of E, D & I standards, progress in driving change and positive impact through a structured and coordinated approach may be limited.

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Communications and engagement with staff, Members and the public to recognize and celebrate diversity
- Champions (Staff reps) to explore further positive approaches relating to E, D & I. Inclusivity Working Group meets regularly
- Corporate Values – (PROVIDE) are incorporated into the Council's equality and diversity objectives together with an internal equality and diversity policy.
- An Equality, Diversity and Inclusivity 'Statement of Intent' document has been reported.
- Internal and external websites have been updated with Equality and Diversity policy and statement published.

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Participated in Race Equality Week (Feb 2024) and promoted important messages to all staff
- Ensure "celebrate" key events for example PRIDE month and ensure raised at staff meetings (including relevant presentations on relevant subjects) and flag raised along with further communications.
- Section on EDI including reference to LGBT community included in induction seminar for new staff completed (12.9.24)

Future actions	Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

• Control	January 2025	(This action is subject to resource allocation). Assign a lead Officer to support production of an Equality, Diversity, and Inclusivity Strategy for the Council. This will provide a more robust structured approach in delivering and embedding essential, principles, standards, and requirements in promoting equal opportunities, diversity, and inclusivity. Lead officer designated	In Progress	Resource availability is though still a limiting factor due to other service demands
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	9 - Working arrangements across LG tiers		
<b>Risk subject area</b>	Change Management		
<div style="text-align: center;"> <span style="background-color: red; color: black; font-size: 2em; padding: 10px; display: inline-block;">16</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="background-color: orange; padding: 2px 5px;">&lt;9</span> <span style="background-color: orange; padding: 2px 5px;">9&gt;</span> </div>	<b>Last review by</b>	l.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM	
	<b>Corporate priorities</b>	Community, Addressing Housing Need, Resilience, Environment, Services	
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	<b>Lead officer</b>	Heather Morgan	

### Risk description

- If there is a lack of clarity or unified understanding around the wide-reaching implications of a County Deal this could make the task of planning, managing, communicating and implementing change challenging.
- Need to consider how to prioritise work on the County Deal/possible collaborative working opportunities alongside need to deliver efficiency savings for the MTFs to ensure the organisation is very clear on focusing on where most benefits can be obtained
- The Government's plans for Local Government reorganisation present a major risk to the Council's operational activities and planned projects/actions under the Corporate Plan if organisational change is not managed effectively. IT IS SUGGESTED THAT RISK CATEGORY 9 IS CHANGED TO 'LOCAL GOVERNMENT REORGANISATION' (16.01.25)

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Ensure the appropriate level of resource is put in place and time is freed up from other parts of the organisation involved in the change management process if no additional financial or staff resources are available (this will require decision on what else not to do/deliver in another way on a temporary basis/apply a risk based approach to work)
- Ensure there is capacity and appropriately skilled staff are available, or skills are developed, to work effectively where the strategy of engagement and collaborative working has been agreed - to ensure that we are equal partners on any joint service delivery

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- To ensure that any decisions made on engagement/joint service delivery/moving services up to County meets our priorities they need to align with the Corporate Plan 2024 - 2028, our values and priorities
- Although the Council may not be able to control the changes required as part of the LGR process, it can, through development of an effective change management plan/strategy, mitigate the impacts on staff and the wider organisation, minimise the risk of service disruption and maximise the opportunity to deliver a range of planned actions/projects, before the transition into a larger unitary authority. (16.01.25)

### Future actions

Type	Timeline	Description	Status	Comments
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## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

• Mitigation	July 2024	Planning for potential change and ascertaining transitional and future arrangements for service delivery, decision making and strategic direction.	In Progress	work has been undertaken to look at a number of areas identified within the KPMG report from a few years ago which identified a number of opportunities for closer collaboration to deliver savings, joined up services, or greater resilience. These include parking services, building control, waste and recycling. Initial options analysis has been undertaken at officer level for consideration at the Collaborative Working Task Group
• Mitigation	July 2025	Alternative options for service delivery for building control (due to severe resourcing and resilience issues)	In Progress	16.01.25 - Audits of Building Control Service currently being undertaken. Resilience/capacity issues may warrant consideration of separate risk category depending on outcome.
• Mitigation	July 2025	Surrey Leaders/Chief Executives currently in discussion over potential for county-wide collaborations on Procurement and Building Control.	In Progress	
• Mitigation	August 2027	Develop and implement an effective change management strategy/plan (once further information is received on the LGR process/timetable). (16.01.25)	In Progress	

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

<b>Risk category</b>	9 - Working arrangements across LG tiers	
<b>Risk subject area</b>	Strategic decisions	
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: yellow; padding: 5px; margin-right: 10px;">&lt;9</div> <div style="background-color: red; color: white; font-size: 2em; padding: 20px; border: 2px solid black; margin-right: 10px;">16</div> <div style="background-color: red; padding: 5px; margin-left: 10px;">12&gt;</div> </div>	<b>Last review by</b>	I.o'neil@spelthorne.gov.uk 22/01/2025 09:00:00 AM
	<b>Corporate priorities</b>	Community, Addressing Housing Need, Resilience, Environment, Services
	<b>Risk owner</b>	Admin Lee O'Neil Terry Collier Daniel Mouawad
	<b>Lead officer</b>	Heather Morgan

### Risk description

- The current governance structure at Surrey presents limited opportunities for Spelthorne to influence future shaping and direction within the wider Surrey landscape. This could lead to strategic decisions being made that may not be in the best interests of Spelthorne's residents and local communities. Surrey are not currently looking to change the governance structure (May 2024)  
Update 20.11.24 - Surrey were given the go ahead in principle for a level 2 County Deal by the previous conservative government in March 2024. This was reconfirmed by the current labour government in September 2024. More detail on future devolution is likely to be published by end of 2024
- Update 16.01.25 - Government plans for Local Government Reorganisation (LGR) will mean that Spelthorne no longer exists as a sovereign authority from April 2027 or April 2028 (depending on whether Surrey is in the first or second wave of the programme). This will fundamentally affect Council's ability to deliver many of its planned actions under the Corporate Plan 2024-28.  
Failure to engage with the LGR process would not help deliver the best outcomes for Spelthorne's residents and businesses.  
IT IS SUGGESTED THAT RISK CATEGORY 9 BE CHANGED TO 'LOCAL GOVERNMENT REORGANISATION'

### Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- The Council needs to have a clear view on its priorities for collaboration (or not) so that business cases can be developed to help inform future service delivery and the resources which are required to deliver. This can then feed into the medium term financial strategy.  
Update 20.11.24 - the Collaborative Working Review Group has been restarted (Leadership and MAT) to consider collaborative opportunities. The draft outline budget report going to CPRC in December flags up the need to deliver a corporate transformation programme to deliver efficiencies and savings - and collaboration forms one strand of this
- Ensure that there is early and wide engagement with all councillors in the autumn 2024 so there is a clear view from them in terms of 'red lines' - e.g. what the Council needs to deliver locally and we do not engage with Surrey on, where we can work to deliver improved outcomes for our communities. Update 20.11.24 - the Collaborative Working Review Group will consider opportunities. Councillors will be able to feed in their initial thoughts on opportunities as part of considering the outline Corporate Transformation Programme
- Spelthorne will have NO control over the implementation of LGR by the national Government. SBC can therefore only seek to mitigate the effects on the borough and its residents/businesses. (16.01.25)



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Leader and Chief Executive to actively engage with adjoining authorities to fully understand common approaches to levels of engagement with Surrey, and opportunities for sharing resources. Update 20.11.24 - meetings held to consider opportunities for delivering a wider Surrey waste solution through collaboration. Surrey Leaders/Chief Executives decision made that this would not be progressed. Consideration currently being given to deliver building control via 2 or 3 collaborative groupings across the County. Leadership meeting with other Councils to explore opportunities
- It will be essential for Spelthorne to engage fully with the LGR process on a county-wide basis (initially through the Surrey Leaders' Group) if the Council is to deliver the best possible outcomes for its residents and businesses. (16.01.25)
- The Council will need to review its priorities and planned actions under the Corporate Plan to ensure any remaining actions are deliverable within the limited timeframes it remains as a sovereign authority. (16.01.25)

### Future actions

Type	Timeline	Description	Status	Comments
• Mitigation	July 2024	Planning for potential change and ascertaining transitional and future arrangements for service delivery, decision making and strategic direction.	In Progress	Leader is in active discussion with Leaders at nearby Councils where there could be collaboration opportunities - this will set the strategic direction of travel (May 2024). Update 20.11.24 - outcome of strategic discussions awaited
• Control	June 2024	Develop a terms of reference and set aside resources for a specific councillor/officer working group to work together to spearhead the Councils approach and response to the County Deal	In Progress	Collaborative Working Review Group (senior cllrs and officers) meeting regularly. Officer leads working with colleagues in other D&B's. Update 20.11.24 - decision has been made not to pursue waste, CPRC agreed in Oct 2024 to move forward to the next stage of the SBC/Mole Valley joint finance partnership. Ongoing discussions taking place on building control. Update 16.01.25 - Future of SBC/MVDC joint finance partnership currently under review in light of planned Local Government Reorganisation.

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## APPENDIX B – Changes to Corporate Risk Register risk scores since last Committee update

Risk category	Risk subject area	September 2024			January 2025		
		Impact score	Likelihood score	Combined score/RAG	Impact score	Likelihood score	Combined score/RAG
1a-Housing – Development and Targets	Alternative Development delivery options	3	4	12	3	4	12
1a-Housing -Development and Targets	Timelines for delivery	3	4	12	3	4	12
1a- Housing -Development and Targets	Local Plan	3	4	12	3	3 ↓	9
1a- Housing -Development and Targets	Housing Development Programme	3	4	12	3	3 ↓	9
1b-Housing – Affordable	Housing Supply and Demand	3	2	6	3	4 ↑	12
1b-Housing – Affordable	Housing Provision and addressing need	3	4	12	3	4	12
2-Economy	Long term uncertainty of macroeconomic environment	3	3	9	3	3	9
2-Economy	Cost of doing business crisis	2	3	6	2	3	6
3-Financial Resilience and Commercial Assets	Commercial investment portfolio	3	2	6	3	3 ↑	9
4-Financial Resilience and Supporting Communities	Financial Pressures – increased costs	3	3	9	3	3	9
4-Financial Resilience and Supporting Communities	Restricted borrowing levels	3	3	9	3	3	9
4-Financial Resilience and Supporting Communities	Financial Pressures – Cost of living Crisis and increased demand on Council Services	3	3	9	3	3	9
5- Treasury Management	Return on investments	3	3	9	3	3	9

5- Treasury Management	Borrowing	3	3	9	3	3	9
6-Climate Change	Climate - change threat and impact	3	4	12	3	4	12
6-Climate Change	Responding and adapting to Climate Change	2	4	8	2	4	8
6-Climate Change	Integration into decision making	2	3	6	2	3	6
6-Climate Change	Targets for Climate Change	3	3	9	3	3	9
7- Corporate Capacity, Resources, Recruitment and Retention	Corporate capacity	3	3	9	3	3	9
7- Corporate Capacity, Resources, Recruitment and Retention	Recruitment and retention	2	4	8	3	4 ↑	12
8-Equality, Diversity and Inclusivity	Legislative requirements	2	3	6	2	3	6
8-Equality, Diversity and Inclusivity	Coordinated approach	2	3	6	2	3	6
9- Working arrangements across LG tiers	Change Management	3	3	9	4	4 ↑	16
9- Working arrangements across LG tiers	Strategic decisions	3	3	9	4	4 ↑	16

**NOTES:**

When assessing the Council’s risks in terms of likelihood and impact, we take into account the national and global picture for wider externalities such as the macroeconomic environment and geopolitical factors. Spelthorne’s operations remain influenced by these external challenges and pressures, as is the case for other Councils. Due to these externalities, there are many activities that the Council cannot directly control/mitigate, or influence and continued recognition is important. **Red** risks require prompt, planned management action **Amber** risks require planned management action **Green** risks are accepted risks.

How risks are scored: We assess and score risks, with their current controls and current mitigations in place, for likelihood and impact. Impact can be measured in many ways and will be specific to what you are assessing, but the most common are on objectives, finance, and reputation.

<b>IMPACT</b>	<b>4 Catastrophic</b>				
	<b>3 Major</b>				
	<b>2 Medium</b>				
	<b>1 Trivial</b>				
		<b>1 Rare</b>	<b>2 Unlikely</b>	<b>3 Likely</b>	<b>4 Almost certain</b>
		<b>LIKELIHOOD</b>			

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**Appendix C - Possible areas for changes/consolidation to risk categories and subject areas**

<b>Risk category</b>		<b>Risk subject area</b>	<b>Updated Risk Category</b>		<b>Updated risk subject areas</b>		
1a-Housing – Development and Targets	1	Alternative Development delivery options	1 Housing – Delivering targets for housing development and affordable housing requirements	1	Options for housing development on Council sites and timelines for delivery		
1a-Housing -Development and Targets	2	Timelines for delivery					
1a-Housing -Development and Targets	3	Housing Development Programme					
1a- Housing -Development and Targets	4	Local Plan				2	Local Plan and housing delivery targets
1b-Housing – Affordable	5	Housing Supply and Demand					
1b-Housing – Affordable	6	Housing Provision and addressing need					
2-Economy	7	Long term uncertainty of macroeconomic environment	2-Economy	4	National and regional threats to local economic prosperity		
2-Economy	8	Cost of doing business crisis					
3-Financial Resilience and Commercial Assets	9	Commercial investment portfolio	3-Financial Resilience and Commercial Assets	5	Commercial investment portfolio		
4-Financial Resilience and Supporting Communities	10	Financial Pressures – increased costs	4-Financial Resilience and Supporting Communities	6	Managing increased costs		
4-Financial Resilience and Supporting Communities	11	Restricted borrowing levels		7	Financing projects under restricted borrowing levels		
4-Financial Resilience and Supporting Communities	12	Financial Pressures – Cost of living Crisis and increased demand		8	Financial pressures due to increased demand for services		
5- Treasury Management	13	Return on investments	5- Treasury Management	9	Delivering best value from investments and borrowing		
5- Treasury Management	14	Borrowing					
6-Climate Change	15	Climate - change threat and impact	6-Climate Change	10	Climate – threat, impact and response		
6-Climate Change	16	Responding and adapting to Climate Change					
6-Climate Change	17	Integration into decision making					
6-Climate Change	18	Targets for Climate Change					
7- Corporate Capacity, Resources, Recruitment and Retention	19	Corporate capacity	7- Corporate Capacity, Resources, Recruitment and Retention	12	Corporate capacity		
7- Corporate Capacity, Resources, Recruitment and Retention	20	Recruitment and retention		13	Recruitment and retention		
8-Equality, Diversity and Inclusivity	21	Legislative requirements	8-Equality, Diversity and Inclusivity	14	Coordinated approach to legislative requirements		
8-Equality, Diversity and Inclusivity	22	Coordinated approach					
9- Working arrangements across LG tiers	23	Change Management	9- Local Government Reorganisation	15	Strategic decisions		
9- Working arrangements across LG tiers	24	Strategic decisions		16	Managing change		

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