

APPENDIX 2 DETAILED RISK ACTION PLAN – REVIEWED OCTOBER 2021
COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PURPLE

RISK CATEGORY REFERENCE (AS IN THE CRR)	ACTIONS (SMART)	DATE ACTIONS ADDED	LEAD OFFICER DATE ACTIONS REVIEWED & WHOM BY	TIMELINE FOR DELIVERY (MONTH AND YEAR) (INCLUDES ALL REVISED TARGET DATES)	STATUS (IMPLEMENTED / IN PROGRESS OR OUTSTANDING) (REPORTED STATUS AT JUNE 2021)
1a. HOUSING – Development & Targets	1a (i). Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy	March 2020	Lead - Strategic Planning Manager (Ann Biggs) <i>Action reviewed by Group Head Regeneration & Growth on 7.10.21</i>	(i)March 2022 (ii) Revised – June 2023	TO BE IMPLEMENTED Environment and Sustainability committee agreed the revised Local Development scheme on 30/6/21.
1a. HOUSING – Development & Targets	1a (ii). Viability assessments for Staines property developments affected by the Moratorium are underway	March 2020	Lead - Property Development Manager (Richard Mortimer) <i>Action reviewed by Group Head Regeneration and Growth on 7.10.2021</i>	(i)JULY 2021 (ii) Revised - October 2021	IN PROGRESS Assessments considered by the Development Sub Committee in October 2021 for Thameside House and Oast House, and Whitehouse Residential. Viability assessment also produced for Oast House theatre bid.
1a. HOUSING – Development &	1a (iii). Greater strategic direction for Knowle Green	October 2021	Lead - Group Head Regeneration &	(i)January 2022	OUTSTANDING – new action October

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Targets	Estates (KGE) will support progress in delivering Council priorities, development targets and addressing housing needs (affordable and general).		Growth/Management Team New Action		2021
1b. HOUSING – Affordable	1b (i). Set up a Homelessness Strategy working group to support achievement of aims	March 2020	Lead - Housing Strategy Manager (Marta Imig) <i>Action reviewed by Housing Strategy Manager on 3.10.2021</i>	(i)August 2020 (ii)Revised – May 2021 (iii)Revised – July 2021	COMPLETED A working group has been set up and Homelessness Forum established with quarterly meetings. Representatives from multiple agencies. Partners are finding the meetings very useful.
1b. HOUSING – Affordable	1b (ii). Establish and approve clearly defined Terms of Reference for the Homelessness Strategy working group to support achievement of aims	March 2020	Lead - Housing Strategy Manager (Marta Imig) <i>Action reviewed by Housing Strategy Manager on 14.6.2021</i>	(i)December 2020 (ii)Revised – May 2021	COMPLETED

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1b HOUSING – Affordable	1b (iii). Service Level Agreement to be put in place with registered providers to take forward cases of alleged tenancy fraud	March 2020	Lead - Housing Strategy Manager (Marta Imig) <i>Action reviewed by Housing Strategy Manager on 3.10.2021</i>	(i)June 2020 (ii)Revised – 2021 (iii)Revised – October 2021 (iv) Revised March 2022	IN PROGRESS To undertake a targeted data matching exercise, requiring collaborative working. Progress will be subject to growth bid funding approval.
1b HOUSING – Affordable	1b (iv)Policy to procure readymade properties approved by Corporate Policy and Resources Committee and will go to Full Council for a decision.	November 2021	Lead – Group Heads Community Wellbeing New Action	(i)February 2022	OUTSTANDING – new action October 2021
2. ECONOMY	2i. Identification and delivery of prioritised actions in the Economic Development Recovery Plan	March 2021	Lead - Economic Development Manager (Keith McGroary) <i>Reviewed by Group Head Regeneration and Growth</i>	Drafting and agreement of plan and targets. Delivery ongoing and to	COMPLETED Draft recovery plan considered by the Economic Development Committee on 22

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			<i>on 7.10.2021</i>	extend beyond the end of the current 4-year Council cycle.	June 2021 Update on all actions competed to date considered by the ED Committee on 21 September 2021
2. ECONOMY	2ii. Continued assessment of grant applications as part of the government’s pandemic grant assistance schemes (both response and recovery)	March 2021	2ii. Economic Development and Customer Services teams with support from Payments team Lead - Roy Tilbury - lead officer for Rateable Value related grants; Keith McGroary - lead officer for discretionary grants not linked to Rateable Value	2ii.New batch of grants announced on 3rd March Budget to be applied in April & May 2021. Restart Grants deadline for applications 30 th June and final payments to be made by end of July	COMPLETED

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	2iii. Development of a policy on Additional Restrictions Grant (ARG) spend – grant amounts to c.£2.2m	June 2021	<i>2iii. Lead – Economic Development Manager. Action reviewed by Group Head Regeneration and Growth on 7.10.2021</i>	2iii. Additional Restrictions Grant (ARG) to be applied up to end of March 2022, with a target for a policy to be in place by September 2021. (Now October 2021)	IN PROGRESS ARG Task Group set up to specifically consider how to best spend the remaining monies (£1.9m currently available) to ensure businesses benefit the most in terms of recovery and future growth. The second meeting of the ARG Task Group took place on 11 October where councillors discussed and agreed the suggested areas where the ARG funding should be focused (Equipment, Support, Training). Application forms and assessment criteria are being

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					finalised for publishing.
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3i. Property Management Software to be applied for billing tenants on the investment properties (previously indicated by the end of 20/21) and for municipal properties thereafter	November 2020	Lead - Group Head Regeneration & Growth (Heather Morgan) <i>Action reviewed by Group Head Regeneration and Growth on 11.6.2021</i>	(i) March 2021 (ii) Revised - June 2021	COMPLETED Software in place and tenants in single let investment properties invoiced via system from end June 2021
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3ii. Continued monitoring and recovery of significant rental income due from the Council's property portfolio. Worst case scenario modelling of next 10 years for sinking funds adequacy refreshed and reviewed on a weekly basis by Rent Collection Review meeting. We will be extending	2018	Lead - Group Head Regeneration & Growth (Heather Morgan) <i>Continuous Action reviewed by Group Head Regeneration and Growth on 7.10.2021 and Deputy Chief Executive - Chief Finance Officer</i>	Continuous action	IMPLEMENTED & ONGOING Detailed individual business plans are under development for each of our investment assets

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	the modelling from 10 years to 20 years.		15.10.21		
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3iii. Continued application of CIPFA'S Financial Management Code (responsibility of whole organisation) in close alignment with the LGA Financial Peer Review recommendations	March 2021	Lead Officer - Deputy Chief Executive (Terry Collier) <i>Action reviewed by Deputy Chief Executive 15.10.21</i>	Continuous action	IN PROGRESS Financial Management Code Self-Assessment taken to October 2020 Audit Committee. Action Plan for Finance Peer Review recommendations approved by Cabinet and will be periodically reported to Policy and Resources and Audit Committee, from autumn 2021. A progress update will go to November

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					Audit Committee.
6. SUSTAINABILITY & CLIMATE CHANGE	6i. Identification and perusal of prioritised 'Green recovery' actions in the Council's broader recovery plan for Covid-19	March 2021	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 19.10.21</i>	April 2021 Revised Target Date March 2022	IN PROGRESS
6. SUSTAINABILITY & CLIMATE CHANGE	6ii Following approval of the £747k Green Initiatives Fund as part of the Council's 2021/22 Budget, the Climate Change Task Group to make recommendations as to how to apply that fund	March 2021	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 19.10.21</i>	June 2021 Revised Target	IN PROGRESS The final detail will depend on decisions of the Environment and Sustainability Committee and whether they also decide on having a task group. Fund allocations remain outstanding. Projects will be submitted to

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					the Committee for approval over the coming year.
6. SUSTAINABILITY & CLIMATE CHANGE	6iii. County are leading on developing a strategy on climate change across the Surrey authorities	March 2021	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 19.10.21</i>	Ongoing	IN PROGRESS Working in partnership with SCC / Boroughs and Districts
7. CORPORATE CAPACITY & RESOURCES	7i. Monitoring impact of departure of experienced officers and managing associated loss of organisational knowledge and talent. Review of staff retention measures to reduce and mitigate the risk of staff departures.	March 2021	ALL / Group Head Commissioning & Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 19.10.21 & Deputy Chief Executive 15.10.21</i>	Continuous action	IMPLEMENTED & ONGOING A small pay increase for staff agreed to maintain the Council's competitiveness with other local Councils, agreed as part of the 2021/22 Budget. Negotiations

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					underway with Unison to consider pay claim for 2022-23 and to review 2021-22 claim in light of national pay award.

Updates coordinated by Internal Audit Manager, October 2021