

**APPENDIX 2 DETAILED RISK ACTION PLAN – REVIEWED FEBRUARY 2022**  
**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 MARCH 2022)
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 &amp; Growth on 7.10.21</i>  <i>Action reviewed by Group Head Regeneration &amp; Growth on 09.02.22</i>	(i) March 2022 (ii) Revised – June 2023	<b>BEING IMPLEMENTED/IN PROGRESS</b> Environment and Sustainability committee agreed the revised Local Development scheme on 13 July 2021
1a. HOUSING – Development & Targets	1a (ii). Greater strategic direction for Knowle Green Estates (KGE) will support progress in delivering Council priorities, development targets and addressing housing needs (affordable and general).	October 2021	Lead - Management Team. <i>Progress on action to be provided.</i>	(i) March 2022	<b>IN PROGRESS</b> <b>Paper to March 2022 CPRC setting out options for repatriating surplus funds from KGE over the long term.</b>
1b HOUSING – Affordable	1b (i). Service Level Agreement to be put in place with registered providers to	March 2020	Lead - Housing Strategy Manager (Marta Imig)	(i) June 2020 (ii) Revised – 2021	<b>IN PROGRESS</b> To undertake a targeted data matching exercise,

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	take forward cases of alleged tenancy fraud		<i>Action reviewed by Housing Strategy Manager on 3.10.2021 &amp; 28.1.22</i>	(iii) Revised – October 2021 (iv) Revised March 2022 (v) Revised July 2022	requiring collaborative working. Discussions underway with Registered Provider.
1b HOUSING – Affordable	1b (ii) 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  <i>Action reviewed by Housing Strategy Manager on 28.1.22</i>	(i) February 2022	Full Council decision 24.2.22
2. ECONOMY	2(i) Development of a policy on Additional Restrictions Grant (ARG) spend – grant amounts to c.£2.2m	June 2021	2iii. Lead – Economic Development Manager.  <i>Action reviewed by Group Head Regeneration and Growth on 7.10.2021 &amp; 09.02.22</i>	2i. Additional Restrictions Grant (ARG) to be applied up to end of March 2022. Target for a policy to be in place by September	<b>IN PROGRESS</b> ARG Task Group set up to specifically consider how to best spend the remaining monies (£770K remaining at 16.3.22) to ensure businesses benefit the most in terms of recovery and future growth.

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				2021. (Revised at prior review to October 2021)	At the ARG meeting of 12 January 2022 agreement was reached on the areas for the last tranche on monies to be spent. An update was provided at the January meeting regarding the £198k top up grant.
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3i. 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 the modelling from 10 years to 20 years.	2018	<i>Continuous Action reviewed by Group Head Regeneration and Growth on 7.10.2021 and Deputy Chief Executive - Chief Finance Officer 15.10.21</i>  <i>Current Operational Lead for Assets – Property and Development Manager,</i>	Continuous action	<b>IMPLEMENTED &amp; ONGOING</b>  Detailed individual business plans are under development for each of our investment assets

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			<i>Nick Cummings and Deputy Chief Executive, Lee O'Neil</i>		
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3ii. 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 &amp; February 2022</i>	Continuous action	<b>IN PROGRESS</b> Financial Management Code Self-Assessment taken to November 2021 Audit Committee. Action Plan for Finance Peer Review recommendations periodically reported to Corporate Policy and Resources and 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)April 2021 (ii)Revised March 2022 (iii)Revised June 2022	<b>IN PROGRESS</b>

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			<i>Action reviewed by Group Head Commissioning &amp; Transformation 19.10.21 &amp; 10.2.22</i>		
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 &amp; Transformation 10.2.22</i>	June 2021  Revised Target	<b>IN PROGRESS</b> 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 the Committee for approval over the coming year subject to resource being available. Environment and

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					Sustainability Committee of January 2022 agreed framework for prioritising bids to the Green Initiatives provision.
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 &amp; Transformation 10.2.22</i>	Ongoing	<b>IN PROGRESS</b> Working in partnership with SCC / Boroughs and Districts
7. CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION	7i. Monitoring impact of departure of experienced officers and managing associated loss of organisational knowledge and talent. Review of staff retention measures to reduce	March 2021	ALL / Group Head Commissioning & Transformation (Sandy Muirhead)	Continuous action	<b>IMPLEMENTED &amp; ONGOING</b> 2% pay increase approved for 22/23 (24.2.22) plus an extra 0.5% for staff on Grades 1 to 5

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	and mitigate the risk of staff departures.		<i>Action reviewed by Group Head Commissioning &amp; Transformation 10.2.22</i>		
7. CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION	7ii. The continuation of excessive workload pressures exacerbated further by the Committee system of Governance needs to be kept under regular review in view of the significant risk implications (as set out on the Corporate Risk Register at Appendix 1).	February 2022	Management Team	Continuous action	<b>NEW ACTION</b>
7.CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION	7iii. Continue to explore new and innovative recruitment and retention strategies in a competitive market.	February 2022	Group Head Commissioning & Transformation (Sandy Muirhead) and HR Managers	June 2022	<b>NEW ACTION</b>

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1a. HOUSING – Development & Targets	1a Viability assessments for Staines property developments affected by the Moratorium are underway	March 2020	<i>Action reviewed by Group Head Regeneration and Growth on 7.10.2021</i>  <i>Current operational Lead for Assets – Property and Development Manager (Nick Cummings) and Deputy Chief Executive (Lee O’Neil).</i>	(i) JULY 2021 (ii) Revised - October 2021	<b>COMPLETED</b> Viability assessments for a range of options completed for Whitehouse residential and Thameside House. Development Sub- Committee further considering the viability options following referral to Council. CPR committee agreed on 19 January 2022 that the Moratorium was no longer in effect.



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1b. HOUSING – Affordable	1b 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	<b>COMPLETED</b> 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 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	<b>COMPLETED</b>
2.ECONOMY	2. 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 on 7.10.2021</i>	Drafting and agreement of plan and targets. Delivery ongoing and to extend beyond the end of the current 4-year Council cycle.	<b>COMPLETED</b> Draft recovery plan considered by the Economic Development Committee on 22 June 2021 Update on all actions completed to date considered by the ED Committee on 21 September 2021

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2.ECONOMY	2. 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 <sup>th</sup> June and final payments to be made by end of July	<b>COMPLETED</b>
3.FINANCIAL RESILIENCE & COMMERCIAL ASSETS	3. 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>Current operational Lead for Assets – Property and Development Manager (Nick Cummings)</i>	(i)March 2021 (ii) Revised - June 2021	<b>COMPLETED</b> Software in place and tenants in single let investment properties invoiced via system from end June 2021

Updates coordinated by Internal Audit Manager, March 2022

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