

APPENDIX 1 - CORPORATE RISK REGISTER

RISK REFERENCE & OWNERSHIP	RISK DESCRIPTION	CORPORATE PRIORITY	RAG & RISK RATING SCORE	CURRENT KEY CONTROLS
<p>1. (a) Corporate Management Team (MAT)</p>	<p>1.(a) HOUSING – DEVELOPMENT & TARGETS</p> <p>(i) Failing to deliver housing development targets could lead to a loss of Spelthorne’s overall control as the Local Planning Authority, resulting in key decision making undertaken by other organisations.</p> <p>(ii) The Council is not able to deliver the Local Plan by the required timeframes, increasing the risk of unsuitable planning applications being submitted. Where planning applications have been refused but subsequently approved on appeal, this also has financial implications arising from developer claims to the Council.</p>	<p>Supporting Communities</p> <p>Affordable Housing</p> <p>Service Delivery</p>	<p>RED Refer to the Risk Matrix</p>	<p>Housing Delivery Programme with Benwell Phase 1 completed and 100% occupied (September 2021), and West Wing (ground, first and second floor) at Knowle Green due for completion by end October 2021.</p> <p>Exploring other development opportunities within the borough. Benwell Phase 2 planning application rejected on 13th October.</p> <p>Weekly progress reporting of Property Development projects to officer Development and Improvement Group (DIG).</p> <p>Bi-monthly Development sub-committee meetings are being held, and decisions made.</p> <p>Viability assessments completed for Whitehouse residential and Thameside House. Reports presented to Development Sub-Committee on 18th October were deferred. Viability assessment regarding Oast House residential is to be reported.</p>

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	<p>(iii)Delays in completing property development schemes, in particular the adverse impact of the self-imposed Staines moratorium, with significant repercussions for delivery of housing schemes and targets (both affordable housing and general housing). Key development schemes within Staines-upon-Thames have been held up by the Moratorium, presenting increased delivery costs because of construction inflation and if the moratorium continues capital financing costs of more than £1m are being charged to the Council's Revenue Budget.</p> <p>(iv)Delays in political decision making have an adverse impact on both</p>			<p>Regular advisory reports to Members/Committees to inform decision making, setting out development options and associated implications for the Council and local communities.</p> <p>Annual Housing Delivery Test Action Plan due to go to E&S committee in November 2021 setting out how the Council is looking to increase housing delivery.</p> <p>Housing Needs Survey.</p> <p>Strategy for the revised Local Plan agreed by the E&S committee in July 2021 plus a revised timetable to adoption of summer 2023.</p>

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	<p>timeliness and direction of Development schemes. Expanding the specification of properties generates more costs to Development schemes and consequently impacts the financial viability of schemes.</p> <p>(v) Inadequate strategic direction for Knowle Green Estates (KGE) in the provision of the Council's Housing delivery programme presents risks of failing to meet wider housing needs within the borough (beyond affordable housing), impacting effective delivery of housing development targets.</p>			
1.(b) Corporate Management Team (MAT)	1.(b) HOUSING – AFFORDABLE	Affordable Housing Supporting Communities Service Delivery	RED Refer to the Risk Matrix	Housing Delivery Programme with several housing schemes nearing completion. Affordable Housing provision extends beyond those development schemes

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	<p>(i) Lack of affordable housing supply increases homelessness</p> <p>(ii) Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation</p> <p>(iii) The Domestic Abuse Act presents additional pressures and demand as there is a requirement for victims of domestic abuse to be prioritised and rehoused in secure accommodation (parameters of what constitutes domestic abuse expanded under latest legislation)</p> <p>(iv) Managing demand for social housing is extremely challenging given that anyone with a local</p>			<p>acquired by Spelthorne Borough Council (direct delivery). Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need; S106 agreements with Developers. Homelessness Reduction Act – proactive measures taken to address risk of homelessness.</p> <p>Measures to support Rough Sleepers and Afghan refugee families under the relocation and assistance scheme (Home Office Funding of temporary accommodation for refugees) Government funding to assist vulnerable families in rent arrears and who are at threat of eviction Housing and Homelessness Strategies. Quarterly monitoring of Strategic Action Plan.</p> <p>Regular review by Strategic Housing Group.</p> <p>Surrey reciprocal arrangement to re-house applicants across boroughs where local connection confirmed.</p>

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	<p>connection can apply for housing to any Council.</p> <p>(v) Government lifting of the temporary eviction ban and removal of the temporary uplift to Universal credit payments may lead to more homelessness cases and increased demand for social housing</p> <p>The above risks and evolving individual circumstances lead to increased costs and pressure on the Council's Housing Service in responding to homelessness and growing numbers on the Housing register, impacting delivery of affordable housing provision across the borough. If fundamental housing needs are not met/maintained this may have a negative impact</p>			<p>Collaborative initiatives with Surrey County Council (e.g., Drug and alcohol abuse)</p> <p>Monitoring of Housing Register levels (currently 3000 households on the register).</p> <p>Counter Fraud data matching initiative being pursued with the objective of identifying potential social housing fraud, which may free up social housing for those in genuine need. Awaiting approval of growth bid to cover associated legal costs.</p> <p>Single person homeless facility with 27 beds and 4 move on units delivered in October with first residents moving in. Facility to be managed by Thames Metropolitan Housing. Community Wellbeing approved a revised Tenancy Strategy and recommended to Corporate Policy & Resources Committee for consideration on 15th November, moving the affordable rental percentage from 80% to 70%. Approx. £35m proposed via Knowle Green Estates to purchase and manage readymade properties.</p>

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	on the health and wellbeing of individuals/families.			Review of allocation policy is taking place with a view to adding greater efficiency to the housing register process.
1. Corporate Management Team (MAT)	<p>2. ECONOMY</p> <p>Evolving national economic position, previous pandemic lockdowns and travel rules continue to have an impact on economic wellbeing locally (proximity to Heathrow airport which represents a key local employer), nationally and globally. The risk implications and threats to the Council are:</p> <ul style="list-style-type: none"> • Residual risk to be accepted - whilst Council actions aim to support and influence sustained economic recovery, these alone cannot 	Supporting Communities Recovery from Covid	Red Refer to the Risk Matrix	Refer also to separate briefing report prepared by the Economic Development team reported to the March Audit Committee. ED strategy is due for a complete refresh by April 2022 (to cover 2022 -2027). Economic Development elements of the Recovery Plan includes quick wins and longer-term actions to support local businesses, town centres, communities during and beyond the pandemic. Regular reporting on actions completed at the Economic Development Committee. COVID-19 overarching Recovery plan takes account of post-Brexit implications. Periodical review and reporting of the Economic Development strategy.

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	<p style="background-color: #d9e1f2;">control outcomes due to the macroeconomic environment.</p> <ul style="list-style-type: none"> • Significant longer term reduction in income (fees and charges, such as Parking and retail letting of the Elmsleigh Centre) arising from decreased footfall in the town centres. This will continue to impact the Council's finances. • An increased level of business failures impacts economic prosperity of the borough and effects collection rates for business rate income. • Consumer led demand places 			<p>Fortnightly monitoring of Business Rates and Council Tax collection rates as part of monitoring impacts of COVID-19. Financial support for businesses through Government schemes, with restart grants issued up to July 2021. Additional Restriction Grant (ARG)of available to facilitate and support businesses up to March 2022, with £1.9m remaining. This will directly influence business activity and contribute positively to the recovery of the local economy. ARG Task Group set up to specifically consider how to best spend the remaining monies to ensure businesses benefit the most in terms of recovery and future growth.</p> <p>Dedicated ED committee to consider Economic Development matters – role includes scrutiny of budgets and grant spend.</p> <p>Funding secured from DWP for a Youth Hub for 18 – 24-year-olds to assist with job employability</p>

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	<p>increased pressure on supply chains, leading to inflation and rising prices, impacting businesses, Council services and residents.</p>			
<p>3. Corporate Management Team (MAT)</p>	<p>3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS</p> <p>The pandemic has increased the Council’s exposure to financial risk, with possible implications for the investment portfolio, including loss of anticipated rental income from commercial assets and poor investment returns. This may impact on the financial position, leading to the Council becoming financially unsustainable with associated reputational damage.</p>	<p>Recovery from Covid</p>	<p>Amber Refer to the Risk Matrix</p>	<p>Investment performance is monitored bi-monthly at weekly Development and Investment Group (DIG) and a quarterly performance report is produced for the Investment Portfolio. Fortnightly Asset Portfolio Working meetings are taking place to monitor income (investment portfolio doing very well - so far 99.3% of rental invoiced for 2020-21 collected, and 99.1% of rent for last four quarters collected including the most recent quarter day).</p> <p>Due Diligence measures continue for tenant management.</p> <p>Ten year worst and best case sinking fund scenario projections are reviewed on a weekly basis and will be shortly extended to a 20-year time frame.</p> <p>Development Sub-Committee approved</p>

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				<p>a methodology for Business Plans for Investment Assets. Detailed business plans are under development for each investment asset.</p> <p>Capital Strategy includes key performance indicators with a particular focus on the investment portfolio. The Asset Management plan (which is reviewed annually) sets out key control measures. Revised Asset Management Plan approved by Corporate Policy and Resources.</p> <p>CIPFA FM Code self-assessment and Member reporting.</p> <p>LGA Finance Peer Review undertaken in late 2020 with action plan put in place to address recommendations. Associated monitoring and review. Development Sub Committee of Corporate Policy and Resources receives regular monitoring reports for scrutiny. Annual Performance Report considered at Development Sub on 9 August 2021.</p>

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<p>4. Corporate Management Team (MAT)</p>	<p>4. FINANCIAL RESILIENCE AND SUPPORTING COMMUNITIES</p> <p>(i) Increased financial pressures faced by the Council arising from the impact of the Covid-19 pandemic (reduced fee income and tax base) and increased costs including financial support to the Leisure Centres) could impact service delivery, leading to a negative impact on the Borough's residents and communities (economic, social, physical, and mental wellbeing). Ongoing financial pressures could lead to the Council becoming financially unsustainable.</p> <p>(ii) The risks referred to in section 4(i) above combined with impact of the</p>	<p>Supporting Communities</p> <p>Recovery from Covid</p> <p>Service Delivery</p>	<p>Amber</p> <p>Refer to the Risk Matrix</p>	<p>Medium term financial strategy is currently being refreshed as part of the Budget process for 2022-23.</p> <p>Budget Briefing in early November 2021 to review the financial position and to discuss strategies for closing gap, including looking for savings across services.</p> <p>Balanced budget for 2021/22 including a £1m funding provision for Covid-19. Fully refreshed Reserves Strategy (in line with Peer Review). Quarter 2 Revenue Monitoring for 2021/22 suggesting outturn will be within budget.</p> <p>Delta returns submitted to capture and reclaim costs of COVID-19 across the Authority.</p> <p>Financial impact assessment modelling. Independent peer led review of the Council's approach to finance. Update on Peer Review Action Plan and CIPFA</p>

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	Moratorium and slowing down of housing delivery programme, plus rising inflationary pressures, will result in the Budget process being the most challenging one for more than half a decade.			Financial Management Self-Assessment on the agenda of the Audit Committee.
5. Corporate Management Team (MAT)	<p>5. TREASURY MANAGEMENT</p> <p>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</p>	Recovery from Covid Service Delivery	Amber Refer to the Risk Matrix	<p>Treasury Management Strategy for 2021-22 approved by Members.</p> <p>Application of CIPFA Code of Practice and Prudential Code.</p> <p>Performance measurement and reporting, with mid-year report going to Policy and Resources Committee on 29 November 2021. On track with meeting Prudential indicators and fair favourably on investments compared to other Council's.</p> <p>Aim to select counter parties of the highest credit quality.</p> <p>Credit ratings monitored.</p> <p>Council's investments managed internally in consultation with advisors Arlingclose. Explore options for diversifying the portfolio.</p>

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				<p>Fixed interest rate on most debt and for investments an interest equalisation reserve is in place.</p> <p>Committee System of governance for decisions.</p> <p>Training delivered for new Financial Management Code.</p>
<p>6. Corporate Management Team (MAT)</p>	<p>6. SUSTAINABILITY & CLIMATE CHANGE</p> <p>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 on 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</p>	<p>Environment and Climate Change</p>	<p>Red</p> <p>Refer to the Risk Matrix</p>	<p>Council declared Climate Change Emergency in October 2020.</p> <p>Council's 2020-21 Budget includes £747k specifically ring-fenced for Green Initiatives. Environment and Sustainability Committee has yet to allocate any of the green initiatives' funds.</p> <p>Better neighbourhood grants have been doubled to £2,000 to support grass-root green initiatives.</p> <p>Government targets for reducing carbon emissions / greenhouse gases to tackle climate change.</p> <p>It is expected the Environment and Sustainability Committee under the new governance model will continue to explore ways to meet a carbon neutral</p>

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	<p>the more global threats impacting locally. 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.</p>			<p>target by 2050 or earlier and to make recommendations on how to apply the £747k fund and see climate change as an issue that needs to permeate all Council areas to ensure we reduce our carbon footprint and adapt to climate change.</p> <p>Officers are working in the spirit of ethical and social responsibility to reduce the Council's carbon footprint. Sustainability Strategy; Energy & Water Efficiency Policy (2015 - 2020). Professional group membership such as Surrey Energy & Sustainability Partnership (SESP) and Association of Lead Energy Officers (ALEO). Implementing energy efficiency measures in Council owned buildings. Increasing renewables capacity. Officers working with relevant Committees and Treasury Management advisers on how we can align the Council's cash investments, so they focus on a more environmentally and socially sustainable basis.</p>

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<p>7. Corporate Management Team (MAT)</p>	<p>7. CORPORATE CAPACITY AND RESOURCES</p> <p>Overstretched capacity exacerbated by the additional workload and new demands arising from the pandemic and recovery (as well as the departure of several experienced staff) 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.</p>	<p>ALL PRIORITIES</p>	<p>Amber Refer to the Risk Matrix</p>	<p>Management to address workload issues and need to remain alert to stress related risks. With additional projects with tight deadlines such as Staines Health and Wellbeing Centre, Cultural Development Fund, supporting Afghan families, delivering Whitehouse Hostel and Harper House, producing viability proposals to address moratorium as just a few examples, workload pressures have been intense. Therefore, residual risks remain in this area.</p> <p>Monitoring of sickness absence providing corporate view of stress issues.</p> <p>To assist staff can access welfare information on Intranet. Support is available for mental and emotional wellbeing including mental health first aiders and Care First. This scheme has been promoted through regular staff communications. The need to treat colleagues respectfully and look after each other has been recognised and communicated.</p> <p>Council 2021-22 Budget included small staff pay increase to maintain Council's</p>

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				<p>competitiveness with other local Councils. The Council is aware that national pay award for 2021-22 will be at least 1.75% and is in discussion with Unison about potentially recognising this with an element of uplift in its 2021-22 award already applied.</p> <p>Growth bids for additional resourcing form part of annual budget process.</p> <p>Recruitment underway to address resource needs in certain areas.</p>

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Risk Scoring Matrix

This is the matrix that is used across the Council

Red risks require prompt, planned management action

Amber risks require planned management action

Green risks are accepted risks

Impact	4 (Catastrophic)			2, 6	
	3 (Major)			3; 4; 5;7	1 (a) 1 (b)
	2 (Medium)				
	1 (Trivial)				
		1 (Rare)	2 (Unlikely)	3 (Likely)	4 (Almost certain)
		Likelihood			

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How risks are scored:

We score risks, with their current controls in place, for likelihood and impact as shown below:

Score	Impact	Likelihood (over 4 years or timescale deemed appropriate)
1	Trivial	Rare (once)
2	Medium	Unlikely (a few times / less than annual)
3	Major	Likely (several times / more than annual)
4	Catastrophic	Almost certain (many times a year)

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.