

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 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>Action reviewed by Group Head Regeneration &amp; Growth on 24.06.22</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  The Pre-Submission Publication Version of the Local Plan and Draft Staines Development Framework Publication were agreed by the Environment and Sustainability Committee on 26

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
					April 2022 and then at Council on 19 May 2022
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>Action to be reviewed</i>	(i)March 2022 (ii)Revised – September 2022	<b>IN PROGRESS</b> Paper reported to March 2022 Corporate Policy and Resources Committee (CPRC) setting out options for repatriating surplus funds from KGE over the long term.
1b HOUSING – Affordable	1b (i). 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 3.10.2021,28.1.22 &amp; 28.6.22</i>	(i)June 2020 (ii)Revised – 2021 (iii)Revised – October 2021 (iv) Revised March 2022	<b>IN PROGRESS</b> To undertake a targeted data matching exercise, requiring collaborative working. Delays

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
				(v) Revised July 2022 (vii) Revised October 2022	encountered. Discussions underway with Registered Provider.
2.REGENERATION AND GROWTH	2i.The Economic Prosperity Strategy is being reviewed and fully refreshed to cover 2023 – 2028. It will incorporate any residual actions from the Corporate recovery plan.	June 2022	<i>Group Head Regeneration and Growth (Heather Morgan)</i>	(i) September 2022	<b>NEW ACTION &amp; IN PROGRESS</b>  Some elements already shared and considered with the Economic Development Committee. The final draft of the strategy will be considered by the Economic Development committee for final adoption on 29 September 2022.

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3i. Continued monitoring and recovery of significant rental income due from the Council's commercial property portfolio. Worst case and expected case scenario modelling of next 10 years for sinking funds adequacy refreshed and reviewed on a fortnightly basis by Rent Collection Review meeting. We will be extending the modelling from 10 years to 20 years. A review of the sinking fund methodology is to take place in Summer 2022.	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 - Deputy Chief Executive, Lee O'Neil</i>  <i>Action reviewed by Deputy Chief Executive - Chief Finance Officer 17.6.22</i>	Continuous action	<b>IMPLEMENTED &amp; ONGOING/IN PROGRESS</b> Detailed individual business plans are under development for each of our investment assets.  At June 2022, shortly to extend the scenario modelling from 10 to 20 years.
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3ii. Continued application of CIPFA'S Financial Management Code (responsibility of whole organisation) in close	March 2021	Lead Officer - Deputy Chief Executive - <i>Chief Finance Officer</i>	Continuous action	<b>IN PROGRESS</b> Financial Management Code Self-Assessment taken to November

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
	alignment with the LGA Financial Peer Review recommendations		<i>Action reviewed by Deputy Chief Executive 15.10.21, February 2022, June 2022.</i>		2021 Audit Committee. Action Plan for Finance Peer Review recommendations periodically reported to Corporate Policy and Resources and Audit Committee.
4. FINANCIAL RESILIENCE AND SUPPORTING COMMUNITIES	4i. Identifying additional inflationary pressures impacting the Council's budget and financial position.	June 2022	Lead Officer - Deputy Chief Executive - <i>Chief Finance Officer</i>	Continuous Action	<b>NEW ACTION &amp; IN PROGRESS</b> Report to CPRC July 2022 identifying additional inflationary pressures of approximately £1.2m impacting on the 2023/24 budget. A number of mitigating actions are being taken to tighten the 2023-24 Budget process.

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
6. SUSTAINABILITY & CLIMATE CHANGE	6i. Developing an action plan to move the Council towards net zero carbon emissions	June 2022	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead)	(i)October 2022	<b>NEW ACTION</b>
6. SUSTAINABILITY & CLIMATE CHANGE	6ii Following approval of the £747k Green Initiatives Fund as part of the Council's 2021/22 Budget, recommendations to be made 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>  <i>Action to be reviewed</i>	(i)June 2021 (ii)Revised October 2022	<b>IN PROGRESS</b> Environment and 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;</i>	(i)Revised September 2022 (previously ongoing)	<b>IN PROGRESS</b> Working in partnership with SCC / Boroughs and Districts to develop a Climate Change strategy and related

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
			<i>Transformation 10.2.22 &amp; 24.6.22</i>		actions with a view to September 2022 publication
6.SUSTAINABILITY & CLIMATE CHANGE	6iv. Training is being arranged to raise awareness and enhance understanding of Climate Change issues across the Council.	June 2022	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead)	(i)September 2022	<b>NEW ACTION</b> Training scheduled to be delivered to staff in September 2022.
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 and mitigate the risk of staff departures.	March 2021	ALL / Group Head Commissioning & Transformation (Sandy Muirhead)  <i>Action reviewed by Group Head Commissioning &amp; Transformation 10.2.22</i>	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. Spelthorne are Members of South East Employers newly formed Reward and Recognition Network

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
					to share best practice and learn from new initiatives.
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 <i>Action to be reviewed</i>	Continuous action	<b>IN PROGRESS</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 <i>Action reviewed by Group Head Commissioning &amp; Transformation (Sandy Muirhead) 24.6.22</i>	(i)June 2022 (ii)Revised October 2022	<b>IN PROGRESS</b>  Collaborative working with professional groups such as South East Employers to explore options and



**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 2022)
					strategies. This is a 'work in progress'.

**COMPLETED ACTIONS IN GREEN**

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 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) JULY 2021 (ii) Revised - October 2021	<b>COMPLETED</b> Viability assessments for a range of options completed

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

			<i>Current operational Lead for Assets – Property and Development Manager (Nick Cummings) and Deputy Chief Executive (Lee O’Neil).</i>		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.
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>

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

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 &amp; 28.6.22</i>	(i) February 2022	<b>COMPLETED</b> Full Council decision and approval of scheme 24.2.22
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

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

2.ECONOMY	2(i)Development of a policy on Additional Restrictions Grant (ARG) spend – grant amounts to c.£2.2m	June 2021	<p><i>2iii. Lead – Economic Development Manager.</i></p> <p><i>Action reviewed by Group Head Regeneration and Growth on 7.10.2021 &amp; 09.02.22</i></p> <p><i>Action reviewed by Group Head Regeneration and Growth on 24.06.22</i></p>	2i. Additional Restrictions Grant (ARG) to be applied up to end of March 2022. Target for a policy to be in place by September 2021. (Revised at prior review to October 2021)	<p><b>COMPLETED</b> April 2022</p> <p>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.</p> <p>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.</p> <p>Monies allocated and spent in accordance with the ARG policy by end March 2022 (as required by government policy)</p>
-----------	---	-----------	--	--	---

**APPENDIX B DETAILED RISK ACTION PLAN – REVIEWED JUNE 2022**  
**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK**

<p>3.FINANCIAL RESILIENCE &amp; COMMERCIAL ASSETS</p>	<p>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</p>	<p>November 2020</p>	<p>Lead - Group Head Regeneration &amp; Growth (Heather Morgan)</p> <p><i>Action reviewed by Group Head Regeneration and Growth on 11.6.2021</i></p> <p><i>Current operational Lead for Assets – Property and Development Manager (Nick Cummings)</i></p>	<p>(i)March 2021 (ii) Revised - June 2021</p>	<p><b>COMPLETED</b> Software in place and tenants in single let investment properties invoiced via system from end June 2021</p>
<p>6i.SUSTAINABILITY &amp; CLIMATE CHANGE</p>	<p>6i. Identification and perusal of prioritised 'Green recovery' actions in the Council's broader recovery plan for Covid-19</p>	<p>March 2021</p>	<p>Lead Officer - Group Head Commissioning &amp; Transformation (Sandy Muirhead)</p> <p><i>Action reviewed by Group Head Commissioning &amp; Transformation 19.10.21 &amp; 10.2.22</i></p>	<p>(i)April 2021 (ii)Revised March 2022 (iii)Revised June 2022</p>	<p><b>COMPLETED</b> Also developing an action plan to move the Council to net zero</p>

Updates coordinated by Internal Audit Manager, June 2022