

**APPENDIX B RISK ACTION PLAN REPRESENTING FURTHER MITIGATING ACTIONS (OPEN)
REVIEWED OCTOBER 2022**

**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK.
OVERALL ACCOUNTABILITY ASSIGNED TO MANAGEMENT TEAM AND RESPECTIVE COMMITTEE**

RISK CATEGORY (RC) 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 OCTOBER 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 & Growth on 7.10.21</i> <i>Action reviewed by Group Head Regeneration & Growth on 09.02.22</i> <i>Action reviewed by Group Head Regeneration & Growth on 24.06.22 & 27.10.22</i>	(i) March 2022 (ii) Revised – June 2023	IN PROGRESS 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 April 2022 and then at Council on 19 May 2022 A report will be going to Environment and Sustainability Committee on 8 November to agree a revised Local

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					Development Scheme timetable and minor alterations to the Staines Development Framework
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 reviewed by Chief Finance Officer, 14.10.22</i>	(i)March 2022 (ii)Revised – September 2022 (iii)Revised January 2023	IN PROGRESS On 28 November 2022 CPRC will receive KGE annual report. Future options are to be discussed at an Extraordinary Council meeting (anticipated in January 2023).
1b HOUSING – Affordable	1b (i). Service Level Agreement to be put in place with registered providers to establish and take forward cases of any alleged tenancy fraud with a view to freeing up social housing	March 2020	Lead - Housing Strategy Manager (Marta Imig) <i>Action reviewed by Housing Strategy Manager on 3.10.2021,28.1.22 & 28.6.22</i>	(i)October 2021 (ii) Revised March 2022 (iii) Revised July 2022 (iv) Revised October 2022 (v)Revised January 2023	IN PROGRESS To undertake a targeted bulk data matching exercise. Delays encountered in seeking buy-in. Further to finalisation of legal agreement with Registered Provider, this exercise can commence.
2.REGENERATION AND GROWTH	2i.The Economic Prosperity Strategy is being reviewed and fully refreshed to cover	June 2022	<i>Group Head Regeneration and Growth (Heather</i>	(i) September 2022	IN PROGRESS

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	2023 – 2028. It will incorporate any residual actions from the Corporate recovery plan.		<i>Morgan) reviewed 27.10.22</i>	ii.Revised January 2023	Some elements already shared and considered with the Economic Development Committee. The final draft of the strategy was considered by the Economic Development committee on 29 September 2022 and will go back to Committee on 12 January 2023 for final adoption.
3. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	3i. Extending the scenario modelling for sinking fund adequacy from 10 years to 20 years. Review of the sinking fund methodology.	2022	<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 & 14.10.22</i>	(i) December 2022	IN PROGRESS At November 2022, shortly to extend the scenario modelling from 10 to 20 years. Report going to 28 November CPRC on review of the sinking fund methodology/approach and confirming strategy.

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5.TREASURY MANAGEMENT	5i. Finalisation of the Council's borrowing strategy with Treasury Management Advisors in the context of the challenges presented in the current financial environment	October 2022	Deputy Chief Executive/ Chief Finance Officer	(i)December 2022	NEW ACTION & IN PROGRESS. Several options are being considered as referred to on the register.
6. SUSTAINABILITY & CLIMATE CHANGE	6i 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 & Transformation 10.2.22 & 26.10.22</i>	(i)June 2021 (ii)Revised October 2022 (iii)Revised March 2023	IN PROGRESS Environment and Sustainability Committee of January 2022 agreed framework for prioritising bids to the Green Initiatives provision. Bids submitted covering a range of topics and more will be brought forward to Committee over the next 6 months
6.SUSTAINABILITY & CLIMATE CHANGE	6ii. 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) reviewed 26.10.22	(i)September 2022 (ii) June 2023	IN PROGRESS Training delivered to initial group of staff September 2022 and will be rolled out over the next year to all staff.
7. CORPORATE CAPACITY,	7i. Monitoring impact of departure of experienced	March 2021	ALL / Group Head Commissioning &	Continuous action	ONGOING

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RESOURCES, RECRUITMENT AND RETENTION	officers and managing associated loss of organisational knowledge and talent. Review of staff retention measures to reduce and mitigate the risk of staff departures.		Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 10.2.22/26.10.22</i>		Spelthorne are Members of South East Employers newly formed Reward and Recognition Network 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 and demands arising from new schemes / initiatives in supporting communities 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 reviewed November 2022</i>	Continuous action	IN PROGRESS Revenue Monitoring Reports to Committee highlight variances between Budgeted FTE and actual FTEs (not including agency and temps).
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 &</i>	(i)June 2022 (ii)Revised October 2022 (iii)Revised February 2023	IN PROGRESS (No further Updates to report at Nov 2022) Collaborative working with professional groups such as South East Employers to

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			<i>Transformation (Sandy Muirhead)</i> 24.6.22/26.10.22		explore options and strategies. This is a 'work in progress'.
8.EQUALITY, DIVERSITY AND INCLUSIVITY	8i.Produce 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.	October 2022	MAT hold overall accountability and will need to assign a lead Officer to support production of a strategy together with appropriate resources.	Proposed March 2023	NEW ACTION Statement of Intent and equality objectives produced as a first step, and internal and external website updated.

COMPLETED ACTIONS IN GREEN

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FINANCIAL RESILIENCE AND SUPPORTING COMMUNITIES	RC4i. Identifying additional inflationary pressures impacting the Council's budget and financial position.	June 2022	Lead Officer - Deputy Chief Executive - <i>Chief Finance Officer</i>	July 2022	COMPLETED ACTION Report to CPRC July 2022 identifying additional inflationary pressures of

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					approximately £1.2m impacting on the 2023/24 budget. A number of mitigating actions are being taken to tighten the 2023-24 Budget process (see register).
FINANCIAL RESILIENCE AND COMMERCIAL ASSETS	RC 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 - <i>Chief Finance Officer</i> <i>Action reviewed by Deputy Chief Executive 15.10.21, February 2022, June 2022.</i>	Addressed over course of time so added to completed actions	COMPLETED ACTION 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. Developed an action plan to move the Council towards net zero carbon emissions	June 2022	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) . Reviewed October 2022	(i)October 2022	COMPLETED ACTION Agreed at Environment and Sustainability Committee September 2022

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6.SUSTAINABILITY & CLIMATE CHANGE	6iii. County have developed a strategy on climate change Greener Futures Delivery Plan	March 2021	Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) <i>Action reviewed by Group Head Commissioning & Transformation 10.2.22 & 24.6.22 & 26.10.22</i>	(i)Revised September 2022 (previously ongoing)	COMPLETED ACTION Worked in partnership with SCC / Boroughs and Districts to develop a Climate Change strategy and related actions with a view to September 2022 publication
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