

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	1a - Housing – Development and Targets	
Risk subject area	Alternative Development delivery options	
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;">12</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: red; color: white; padding: 2px 5px;"><12</div> <div style="background-color: orange; color: white; padding: 2px 5px;">9></div> </div> </div>	Last review by	p.talwar@spelthorne.gov.uk 2/29/2024 4:48:07 PM
	Corporate priorities	Addressing Housing Need
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Coralie Holman

Risk description

- In identifying alternative Development Delivery Options for Council Owned Development Sites, there are new risks to assess to determine whether such arrangements (for example Joint Ventures) represent financially viable solutions in the long term and that they do not accelerate the Council's financial risk exposure to an unacceptable level, consequently presenting further uncertainty and strain on the Council's financial sustainability.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Governance and reporting arrangements.
- Professional advice, expertise and input from officers across the Council, to guide and support on the implications of any proposed routes put forward.
- Scrutiny of decisions is embedded within the Committee system of governance, and a 'call in' procedure can be invoked if required.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Progressing new Member driven strategy in consultation with residents for delivering housing outcomes across the sites currently owned by the Council.

Future actions

Type	Timeline	Description	Status	Comments
Mitigation	April 2024	Identification and rigorous assessment of alternative Development Delivery Options for Council Owned Development Sites, to ensure they represent financially viable and sustainable solutions in delivering development targets.	In Progress	

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Risk category	1a - Housing – Development and Targets				
Risk subject area	Timelines for delivery				
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;"><12</div> <div style="background-color: red; color: white; padding: 20px; font-size: 2em; margin: 0 10px;">12</div> <div style="background-color: orange; color: white; padding: 10px; margin-left: 10px;">9></div> </div>	Last review by	p.talwar@spelthorne.gov.uk 2/29/2024 5:00:57 PM			
	Corporate priorities	Addressing Housing Need			
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad			
	Lead officer	Coralie Holman			
Risk description					
<ul style="list-style-type: none"> Further to the Council's decision to suspend direct delivery of the Housing development programme from mid-September 2023, this will further impact timelines for delivery of housing schemes and development targets (both affordable and general housing). 					
Current control actions					
These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence					
<ul style="list-style-type: none"> Residual risk that may have to be accepted given the risk event occurrence and impact. 					
Current mitigating actions					
These are specific actions to reduce the <u>impact</u> of a risk event should it occur					
<ul style="list-style-type: none"> Residual risk that may have to be accepted given the risk event occurrence and impact. 					
Future actions					
	Type	Timeline	Description	Status	Comments
	Mitigation	June 2024	Once strategy routes have been confirmed, monitoring mechanisms to be pursued of revised timelines for delivery of targets	Outstanding	

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Risk category	1a - Housing – Development and Targets	
Risk subject area	Local Plan	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:38:03 PM
	Corporate priorities	Addressing Housing Need
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Heather Morgan

Risk description

- Any further delays in the examination and adoption of the Local Plan are likely to continue to impact on the ability to bring forward the appropriate quantum of housing development.
- If the Local Plan process is not subject to robust challenge, this may not provide adequate opportunity to shape and finalise a plan at key stages to ensure it meets the (a) optimal interests of Spelthorne (b) all regulatory, legislative and professional requirements.
- Due to further pausing of the Local Plan Examination Hearings until Spring 2024, a number of specific risks and challenges include: (i) additional pressure on SBC Local Plan to meet the housing need of other boroughs (ii) a lack of certainty around Housing Delivery (iii) legal challenge (iv) prospect of unsuitable developments (v) financial impact to the Council from delays in adoption of the plan (vi) adverse publicity and reputational damage
- Increased possibility of central government intervention to facilitate progression of the plan if the Council does not take active steps to move forward at an appropriate pace. This could have significant implications in terms of the sovereignty of decision making by the Council.
- Current Environment Agency flood modelling (summer 2023) indicates a marginal increased level of flood risk across some parts of the borough of Spelthorne which could adversely impact property and land. These present important factors in pursuing delivery of Housing schemes/outcomes and impact decisions on how to proceed with Council owned sites.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Impact assessment of the revised NPPF on the Local Plan submitted for Examination (on the basis of the current draft NPPF), with options around possible next steps.
- Planning regulatory framework
- Planning Committee, Officer presentations/professional advice and Member decision making

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- Local Planning inspectorate and independent examination/assessment .
- As a result of the Ministerial direction, monthly progress meetings are being held between senior officers from DLUHC and the Council.
- Strategic flood risk assessment (SFRA) as part of Local Plan process, informing decision making.
- Planning policies and guidelines

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Strategic flood risk assessment (SFRA) as part of Local Plan process, informing decision making.
- Impact assessment of the revised NPPF on the Local Plan submitted for Examination (on the basis of the current draft NPPF), with options around possible next steps.

Future actions

Type	Timeline	Description	Status	Comments
• Control	TBD	Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy	Outstanding	
• Mitigation	TBD	Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy	Outstanding	
• Mitigation	Apr 2024	All schemes progressed on Council owned land considered against the flood risk to ensure appropriate mitigation is included within the scheme design.	Outstanding	
• Control	Apr 2024	Future review of the Strategic Flood Risk Assessment (SFRA) in light of the River Thames Scheme modelling as required	Outstanding	
• Mitigation	Apr 2024	Future review of the Strategic Flood Risk Assessment (SFRA) in light of the River Thames Scheme modelling as required	Outstanding	

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Risk category	1a - Housing – Development and Targets		
Risk subject area	Housing Development Programme		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;"><12</div> <div style="background-color: red; color: white; padding: 20px; font-size: 2em; margin-right: 10px;">12</div> <div style="background-color: orange; color: white; padding: 10px; margin-left: 10px;">9></div> </div>	Last review by	p.talwar@spelthorne.gov.uk 2/29/2024 5:01:45 PM	
	Corporate priorities	Addressing Housing Need	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Coralie Holman	

Risk description

- A number of factors have continued to very significantly affect the financial viability of each project (as previously reported) leading to rising overall costs, and risk of adverse financial position of the Council. In responding to this threat, the Council decided to suspend direct delivery of the Housing development programme from mid-September 2023. Options are being explored which will determine when accumulated capitalised costs of £10m to £15M will need to be charged to Revenue. In addition, holding costs of £1.6m per annum relating to the housing delivery schemes are continuing to be incurred until outcomes are delivered on the sites. This continues to have a significant financial impact on the Council's budgetary position.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Governance and reporting arrangements. Examples include progress reporting of Property Development projects to officer and Member groups.
- Established policies and framework

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Progressing new Member driven strategy in consultation with residents for delivering housing outcomes across the sites currently owned by the Council.
- Reserves strategy. Application of earmarked financial reserves to the Council's budget.
- Assessment of options incorporating mitigation of holding costs on development sites.

Future actions

Type	Timeline	Description	Status	Comments
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- Mitigation . Finalisation and implementations of Member driven strategy for delivering housing outcomes across sites owned by the Council Outstanding

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Risk category	1b - Housing – Affordable	
Risk subject area	Housing Supply and Demand	
<div style="text-align: center;"> <div style="background-color: red; color: white; font-size: 2em; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">12</div> <div style="display: flex; justify-content: space-around; width: 100%; margin-top: 5px;"> <12 12> </div> </div>	Last review by	s.nicholson@spelthorne.gov.uk 3/4/2024 11:46:49 AM
	Corporate priorities	Addressing Housing Need
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Karen Sinclair Housing Admin

Risk description

- Lack of affordable housing supply increases homelessness with increased demand for temporary or social housing.
The demand for temporary housing increased significantly over the last year and is expected to increase further. This is caused by the shrinking private rented sector, affordability of rent and the wider cost of living crisis.
Long term prospect for increase in supply of housing appears bleak due to lack of interest from RPs to take s.106 units, the Council suspending its development and wider viability challenges for developers.
- Increased rate of determination of asylum seekers claims is resulting in more residents at the Asylum Seekers initial accommodation hotel in the Borough presenting to the Council seeking housing support.
- Geopolitical factors continue to present increased demand in supporting refugee communities and consequently managing the provision of suitable and secure housing.
- Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation. Any delay in adopting the Local Plan does not assist in progressing a wide spread of units for differing needs. If fundamental housing needs are not met / maintained this may have a negative impact on the health and wellbeing of individuals / families.
- If information relating to housing need becomes out of date or is significantly inaccurate this could have implications for the effectiveness and implementation of housing and homelessness strategies

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- The review process for S106 agreements with Developers aims to capture additional affordable housing.
- Quarterly Strategic Action Plan monitoring and review relating to Housing and Homelessness Strategies. Member approved tenancy strategy.
- More robust eligibility criteria now applied in determining applicants for the Social Housing register, to reflect allocation policy.

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- Homelessness Reduction Act incorporates proactive and preventative measures to support those at higher risk of homelessness
- Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need and manage pipeline of units.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Council is lobbying for additional funding support in recognition of the resourcing and financial impact of more asylum seekers presenting in need of housing support.
- Spelthorne participates in the Local Authority Housing Fund capital funding programme (Rounds 1 and 2) to acquire properties to house homeless refugees, intended in the longer term to support general housing need.
- Applying Home Office funding and implementing wider schemes to provide additional support to refugees.

Future actions

Type	Timeline	Description	Status	Comments
• Mitigation		Targeted exercise to identify potential tenancy fraud , with a view to freeing up social housing	In Progress	
• Mitigation		Acquisition of properties to support refugees forms an important strategy that the Council is pursuing. (Partly funded from the LAHF grant rounds 1 & 2).	In Progress	

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Risk category	1b - Housing – Affordable	
Risk subject area	Housing provision and addressing need	
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;"><12</div> <div style="background-color: red; color: white; padding: 20px; font-size: 2em; margin: 0 10px;">12</div> <div style="background-color: orange; color: white; padding: 10px; margin-left: 10px;">9></div> </div>	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:39:54 PM
	Corporate priorities	Addressing Housing Need
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Karen Sinclair Housing Admin

Risk description

- Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation. Any delay in adopting the Local Plan does not assist in progressing a wide spread of units for differing needs. If fundamental housing needs are not met / maintained this may have a negative impact on the health and wellbeing of individuals / families.
- If information relating to housing need becomes out of date or is significantly inaccurate this could have implications for the effectiveness and implementation of housing and homelessness strategies

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need and manage pipeline of units.
- The review process for S106 agreements with Developers aims to capture additional affordable housing.
- Quarterly Strategic Action Plan monitoring and review relating to Housing and Homelessness Strategies. Member approved tenancy strategy.
- More robust eligibility criteria now applied in determining applicants for the Social Housing register, to reflect allocation policy.


Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

Future actions

Type	Timeline	Description	Status	Comments
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Risk category	2 - Economy	
Risk subject area	Long Term uncertainty of macroeconomic environment	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:40:36 PM
	Corporate priorities	Resilience
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Heather Morgan

Risk description

- Whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of the macroeconomic environment, market volatility and geopolitical factors over which the Council has incredibly little influence.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- The Economic Development Committee provides a mechanism for the Council's Economic Prosperity strategy to be periodically refreshed and reported.
- An Economic Prosperity Strategy has been developed (2023 – 2028) which addresses the key actions which face the borough. It incorporates a detailed strategy action plan detailing performance management measures in anticipating outcomes.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of wider externalities.

Future actions

Type	Timeline	Description	Status	Comments
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APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	2 - Economy	
Risk subject area	Cost of doing Business crisis	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:41:22 PM
	Corporate priorities	Resilience
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Heather Morgan

Risk description

- The potential for increased level of business failures amidst the growing 'Cost of doing business crisis' has led to closure of some retail and business units across the borough as a result of wider economic instability (inflationary pressures and increase in borrowing) and the need to pass on increased costs to the consumer. This impacts the economic prosperity of the borough and affects collections rates for business rate income, with reduced levels impacting finances and services available.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Government assisted Energy Bills Support Scheme (EBSS) to support increased energy costs / bills.
- Monthly monitoring of Collection fund - Business Rates and Council Tax collection rates. Regular reporting of these to Corporate Debt Group and as part of KPI's to Councillors
- Shared Prosperity Fund Investment Plan to support economic regeneration.

Current mitigating actions


These are specific actions to reduce the impact of a risk event should it occur

- Approved Town Centres Strategy for 2023 which sets out key actions for smaller shopping areas and parades. These will provide targeted support and interventions, with timescales and measures of success identified.
- Local mitigating measures taken by the Economic Development team (to influence areas where a degree of local control can be applied). These include several measures to strengthen the resilience of local businesses in the face of future challenges.

Future actions

Type	Timeline	Description	Status	Comments
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Risk category	3 - Financial Resilience and Commercial Assets		
Risk subject area	Commercial investment portfolio		
	Last review by	p.talwar@spelthorne.gov.uk 2/29/2024 4:22:53 PM	
	Corporate priorities	Resilience, Services	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Coralie Holman	

Risk description

- Evolving externalities arising since the aftermath of the pandemic now compounded by the Cost-of-Living crisis and inflation, both continue to increase the Council's exposure to financial risk, with possible implications for the investment portfolio, including loss of anticipated rental income and increased costs from vacant space within the commercial assets. This may impact on the financial position, and our ability to deliver discretionary services, leading in the worst-case scenario to the Council becoming financially unsustainable with associated reputational damage.
- If key commercial asset leases are not maintained or renewed this may have implications for maintaining flow of rental income. Where asset holdings are aligned to a specific sector or location this could be impacted by wider externality factors and potentially present limitations in deriving optimal value

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Overarching Asset Management Strategy
- Asset Investment Strategies for all assets focused on the coming 12 month period
- Medium term business plans that consider the assets over a 5 year period
- Capital Strategy includes key performance indicators (being developed further) with a particular focus on the investment portfolio.
- Performance management measures – developing KPIs which are reviewed annually and benchmarked against external, regional property indicators i.e., vacancy rates, market rentals, occupier demand.
- Governance reporting - Investment performance reported regularly to Councillors

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Sinking fund reserves strategy to support periods of tenancy voids and offset dips in rental income. Monitoring of contributions and overall amount of sinking fund balance held.

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- Ten-year worst and expected case sinking fund scenario projections are reviewed fortnightly and will be shortly extended to a 20-year time frame.
- Periodical financial health check of tenants to support accurate forecasts
- Ongoing management of voids with a view to reducing the portfolio void rate. Assets team proactively working to fill voids quickly using external lettings agents, understanding market demand and the size of accommodation needed.
- Proactive monitoring of key lease renewals to secure ongoing rental income, or pursue options for alternative use
- Public Interest Report Action Plan implemented
- Invite external consultants with specialist expertise to critique approaches and share any learning points

Future actions					
Type	Timeline	Description	Status	Comments	
• Mitigation		SBC has participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions.	In Progress		
• Mitigation	August 2024	To explore and assess opportunities for further diversification of the Council's asset holdings	Outstanding		

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Risk category	4 - Financial Resilience and Supporting Communities		
Risk subject area	Financial Pressures - increased costs		
	Last review by	s.nicholson@spelthorne.gov.uk 2/29/2024 11:34:24 AM	
	Corporate priorities	Resilience	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Terry Collier	

Risk description

- Significantly increased financial pressures faced by the Council, similar to other councils arising from the recent inflationary pressures on fuel, gas and electricity, staff pay pressures, significantly increased PWLB loan rates presenting higher borrowing costs, managing accumulated capitalized costs and annual holding costs relating to housing delivery schemes, and other external factors are collectively causing a significant increase in revenue costs and capital expenditure. Equally the housing crisis is increasing the need to spend on temporary accommodation to support residents

Potential risk as housing and cost of living crises continue to impact on households more of them will struggle to pay council tax bills

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Financial impact assessment modelling undertaken as proactive measure.
- Annual budget process incorporates review and scrutiny at several stages.
Under COmmittee system process has been made more transparent
For 2025-26 we will be implementing Zero Based Budgeting
- All Councillor Budget Briefings, undertaken 3 times a year setting out financial risks in context of budgetary position, informing budgetary process.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Inflationary pressure contingency reserve to assist with any anticipated budget deficit.
- Earmarked revenue reserves with forecast for the next four years. Financial Reserves strategy subject to regular review, with annual review and approval of the Reserves Strategy by Corporate Policy and Resources Committee

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- Monitoring levels of reserves used at SBC and key financial performance indicators. Benchmarking and analysis of other Surrey Borough's and districts use of reserves. Also benchmarking through LG Improve
- Medium term financial strategy providing a framework for managing financial resources, in a planned and pro-active way. Enables measures to be implemented which may take time to deliver results ahead of when required. For example the Council is expecting additional pressures in 2026-27 if a Fair Funding Review and Business Rates reset happens then.
- Budget put forward for making efficiency savings over the next 4 years to further safeguard the authority. New targets have been incorporated into the 2024-25 Budget. Progress against savings targets will be reported on a quarterly basis to MATplus and councillors

Future actions					
Type	Timeline	Description	Status	Comments	
• Mitigation		SBC has participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions.	In Progress		
• Mitigation		Progressing medium term financial strategy and efficiency savings plan.	In Progress		
• Mitigation		Monitoring and periodically reporting on outcomes of 4 year efficiency savings plan	In Progress		

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Risk category	4 - Financial Resilience and Supporting Communities		
Risk subject area	Restricted borrowing levels		
	Last review by	p.talwar@spelthorne.gov.uk 2/29/2024 5:05:23 PM	
	Corporate priorities	Resilience	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Paul Taylor	

Risk description

- As the Council's borrowing levels have necessarily become restricted in the context of wider financial and externality risk, this could impact how the Council responds to unexpected events or factors presenting uncertainty and therefore its financial resilience.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Revised Treasury Management Strategy approved with amendments to the prudential indicators

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and in the process of taking on board any improvement suggestions
- Participated in Surrey wide financial resilience review with commissioning of independent consultants to consider financial metrics as part of this assessment

Future actions

Type	Timeline	Description	Status	Comments
Mitigation		Any outcomes or further learning arising from the Surrey wide financial review will continue to be considered.	In Progress	

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Risk category	4 - Financial Resilience and Supporting Communities		
Risk subject area	Financial Pressures - Cost of Living Crisis and increased demand on Council Services		
	Last review by	s.nicholson@spelthorne.gov.uk 2/29/2024 12:34:45 PM	
	Corporate priorities	Resilience	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Terry Collier	

Risk description

- Combined with reduced fee income and potential for lower collection rates of Business Rates and Council Tax (exacerbated further by the continued Cost-of-Living crisis) this could have an impact on the Council's ability to deliver services as well as creating greater demands on community services, leading to a negative impact on the Borough's residents and communities (economic, social, physical and mental wellbeing). This coincides with increased service demands, leading to further growth bids for resourcing which are not financially sustainable or affordable unless these can be offset by savings. Ongoing financial pressures, in worst case scenario, could lead to the Council becoming financially unsustainable

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Annual budget process incorporates Officer and Member review and scrutiny at several stages with measures to support production of balanced budget. Service planning process integrates with annual budget process.
- Medium term financial strategy providing a framework for managing financial resources.
- All Councillor Budget Briefings, undertaken 3 times a year setting out financial risks in context of budgetary position, informing budgetary process.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Budget put forward for making efficiency savings over the next 4 years to further safeguard the authority. Progress against this target is currently being re-assessed, and additional measures put in place to maintain clear focus on cashable savings.
- Cashable savings working group set up to target efficiencies and savings.
- Procurement Projects Board set up to ensure focus on delivering value for money from procurement.

Future actions

Type	Timeline	Description	Status	Comments
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- Mitigation Progress against cashable savings will be incorporated into the quarterly budget monitoring reports. In Progress

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Risk category	5 - Treasury Management	
Risk subject area	Return on Investments	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:43:05 PM
	Corporate priorities	Resilience, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Paul Taylor

Risk description

- 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. Currently interest rates are relatively high which has boosted returns, but it is expected that the Bank of England will start to reduce base rate later in 2024, when this happens rates we can achieve are likely to start to reduce

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Council's investments are managed internally in consultation with specialist advisors Arlingclose.
- Investments with approved institutions as per policy and strategy
- Aim to select counter parties of the highest credit quality. Credit ratings monitored. Credit Default Swaps (SDS) are monitored
- Approved Treasury Management Strategy for 2023-24. February 2024 Council has approved Strategy for 2024-25
- Application of professional (CIPFA) Code of Practice and Prudential and Treasury Management Codes
- Performance measurement and outturn reporting, as well as Investment Benchmarking
- Regular engagement with the Council's specialist advisors at Officer and Member level to enhance knowledge, subsequently informing decisions.

Current mitigating actions


These are specific actions to reduce the impact of a risk event should it occur

- By investing in a balanced mix of unit funds linked to assets, bonds and equities this is intended to spread the risk and minimize the impact of occurrence of any adverse investment returns.

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Future actions					
Type	Timeline	Description	Status	Comments	
• Control	Jan 2024	Arlingclose to provide training session for councillors	Outstanding		

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Risk category	5 - Treasury Management	
Risk subject area	Borrowing	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:43:53 PM
	Corporate priorities	Resilience, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Paul Taylor

Risk description

- Significant rises in interest rates and increased cost of borrowing / loans influence the Council's treasury activities. This also presents positive opportunities in enabling great returns to be earned on the Council's surplus cash supporting the Revenue Budget.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Approved Treasury Management Strategy for 2023-24.
- Application of professional (CIPFA) Code of Practice and Prudential and Treasury Management Codes
- Regular engagement with the Council's specialist advisors at Officer and Member level to enhance knowledge, subsequently informing decisions.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Ongoing review and assessment of options with Treasury Management advisors regarding the Council's borrowing strategy in the context of interest rates rises and volatility.
- Fixed interest rate on most debt and for investment assets an interest equalization reserve is in place.

Future actions

Type	Timeline	Description	Status	Comments
Control	Jan 2024	Arlingclose to provide training session for councillors.	Outstanding	

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Risk category	6 - Climate Change	
Risk subject area	Climate Change threat and impact	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:44:46 PM
	Corporate priorities	Environment
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Sandy Muirhead

Risk description

- 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 health and safety, 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 the more global threats such as severe storms (threat to loss of life and limb) impacting locally.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Environment and Sustainability Committee developed an action plan to move the Council towards net zero carbon emissions, aiming to get to Net Zero for Scope 1 and 2 emissions by 2030.
- Environment and Sustainability Committee will continue to explore ways to meet a carbon neutral target, and to promote climate change as an issue that needs to permeate all Council areas to ensure SBC reduce their carbon footprint and adapt to climate change.
- Surrey County Council have developed a strategy on Climate Change referred to as Greener Futures Delivery Plan which the Environment and Sustainability Committee have supported. Linked Spelthorne's Climate Change strategy where appropriate to Greener Futures Delivery Plan.
- Collaborative measures to support a coordinated approach to strategy implementation.
- Continuing to roll out Carbon Literacy training days and participating staff have committed to a range of carbon saving pledges. Member Induction training of June 2023 incorporated this area.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Funding resources secured to support strategy implementation and are being allocated and targeted to reduce the carbon footprint of the Council to help ensure SBC are net zero by 2030

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Future actions					
Type	Timeline	Description	Status	Comments	
• Control		Within the legal constraints to implement the proposed supplementary planning guidance to assist in future properties being better adapted to both heat and cold.	Outstanding		
• Mitigation		Within the legal constraints to implement the proposed supplementary planning guidance to assist in future properties being better adapted to both heat and cold.	Outstanding		

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	6 - Climate Change	
Risk subject area	Responding and adapting to Climate Change	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:45:56 PM
	Corporate priorities	Environment
	Risk owner	Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Sandy Muirhead

Risk description

- 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. The last 8 years have been the world's hottest and in the last summer there were 72,000 excess deaths in Europe due to the extreme heat. The UK is equally likely to see weather extremes going forward impacting on the economy and actions required by the Council e.g in times of severe flooding seriously draining the Council's resources.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Environment and Sustainability Committee developed an action plan to move the Council towards net zero carbon emissions, aiming to get to Net Zero for Scope 1 and 2 emissions by 2030.
- Environment and Sustainability Committee will continue to explore ways to meet a carbon neutral target, and to promote climate change as an issue that needs to permeate all Council areas to ensure SBC reduce their carbon footprint and adapt to climate change.
- Surrey County Council have developed a strategy on Climate Change referred to as Greener Futures Delivery Plan which the Environment and Sustainability Committee have supported. Linked Spelthorne's Climate Change strategy where appropriate to Greener Futures Delivery Plan.
- Collaborative measures to support a coordinated approach to strategy implementation.
- Continuing to roll out Carbon Literacy training days and participating staff have committed to a range of carbon saving pledges. Member Induction training of June 2023 incorporated this area.
- Carbon Footprint section on Service Plans which provides an opportunity for departments to support the Council's commitment to reducing carbon emissions and explain how they intend to adapt elements of their service delivery to achieve this.

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Funding resources secured to support strategy implementation and are being allocated and targeted to reduce the carbon footprint of the Council to help ensure SBC are net zero by 2030

Future actions

Type	Timeline	Description	Status	Comments
• Control		Training is underway to raise awareness and enhance understanding of Climate Change issues across the Council (staff and Councillors).	Outstanding	
• Mitigation		Training is underway to raise awareness and enhance understanding of Climate Change issues across the Council (staff and Councillors).	Outstanding	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	6 - Climate Change		
Risk subject area	Integration into decision making		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px;">12</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: red; color: white; padding: 2px 5px;"><12</div> <div style="background-color: orange; color: white; padding: 2px 5px;">9></div> </div> </div>	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 6:12:23 PM	
	Corporate priorities	Environment	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Sandy Muirhead	

Risk description

- Where integration into wider Council decision-making is not evident this reduces the effectiveness of holistic approaches in delivering Spelthorne's strategy

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- All Committee reports include a section on Sustainability and Climate Change considerations which should be reflected upon by report authors to identify both positive and adverse impact of proposals being put forward by Officers requiring a Member decision.
- Through carbon literacy training of staff and the climate change and sustainability officers working with services across the Council, climate change is becoming embedded in service delivery.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

Future actions

Type	Timeline	Description	Status	Comments
Control	December 2024	Mandatory Carbon literacy training programme underway across the Council	In Progress	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	6 - Climate Change	
Risk subject area	Targets for Climate Change	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:48:53 PM
	Corporate priorities	Environment
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Sandy Muirhead

Risk description

- Inadequate mechanisms for monitoring and reporting on status provides limited insight regarding keeping on track in pursuing net zero carbon emissions and wider government reporting requirements.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- A Climate Change Working group made up of a cross party group of elected Members to focus on monitoring of actions towards carbon neutrality and initial assessment of ideas.
- Officer updates to Members on the progress of the Climate Change Action Plan.
- Annual Reporting of Carbon Emissions to Surrey County Council
- Quarterly KPI reporting
- Benchmarking and/or analysis of comparative energy savings achieved across Surrey Districts and boroughs

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

Future actions

Type	Timeline	Description	Status	Comments
Control		Environmental Social Governance (ESG) assessment underway to develop future strategies for reporting requirements on climate change	Outstanding	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	7 - Corporate Capacity, Resources , Recruitment and Retention		
Risk subject area	Corporate capacity		
<div style="text-align: center;"> <div style="background-color: red; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">12</div> <div style="display: flex; justify-content: space-around; width: 100%; margin-top: 5px;"> <12 12> </div> </div>	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:50:13 PM	
	Corporate priorities	Resilience, Services	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Sandy Muirhead	

Risk description

- Overstretched capacity 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.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Management to address workload issues across teams, with continued prioritisation of tasks
- Corporate performance management systems operating across various levels, intended to promote golden thread and support delivery of corporate priorities and objectives.
- Annual Service Planning should refer to capacity pressures being experienced/foreseen by Service Managers/Group Heads (under risks section), so that any remedial action can be proposed and discussed
- Collaborative Working Group promoting partnerships and alternative service models with a view to supporting organisational resilience measures

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Various support systems operating in promoting and supporting staff wellbeing
- Corporate performance management systems operating across various levels, intended to promote golden thread and support delivery of corporate priorities and objectives.
- Management and HR monitoring of sickness absence levels related to stress or overstretched capacity provides corporate insight that could indicate any further remedial action required
- Participated in an LGA review of 2022 which raised findings regarding working Culture

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Corporate Establishment Review undertaken with some further actions identified/ pursued. This also overlaps with the other risks in this category relating to recruitment and retention

Future actions				
Type	Timeline	Description	Status	Comments
• Control		Demand Management and developing approaches to measure and monitor demand levels across the Council (NEW PROPOSED ACTION)	Outstanding	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	7 - Corporate Capacity, Resources , Recruitment and Retention		
Risk subject area	Recruitment and retention		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="background-color: red; color: white; padding: 10px; margin-right: 10px; font-size: 24px; font-weight: bold;">12</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: red; color: white; padding: 2px 5px; margin-bottom: 5px;"><12</div> <div style="background-color: orange; color: white; padding: 2px 5px; margin-top: 5px;">9></div> </div> </div>	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:50:58 PM	
	Corporate priorities	Community, Addressing Housing Need, Resilience, Environment, Services	
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad	
	Lead officer	Sandy Muirhead	

Risk description

- Unsuccessful recruitment and ongoing unfilled vacancies in a challenging and competitive labour market leads to reduced availability of technical skills and relevant expertise is spread more thinly across Services. Staff shortages further exacerbate workload pressures across teams. The consequences of this risk are set out earlier under corporate capacity.
- Ineffective or inappropriate recruitment exacerbated by the skill shortages within the local government market could result in appointments that fail to effectively meet business need leading to reduced service quality and/or periods of ongoing vacancies.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Several measures have been underway for some time and previously reported. These relate to HR policies, financial enhancements for hard to fill posts, development and upskilling opportunities, schemes to support staff wellbeing, hybrid working patterns and flexible working arrangements to attract and incentivise staff to modern working practices, staff pay reviews, HR professional networking forums with a view to applying best practice learnt.
- Staff and member feedback including commissioning annual surveys to ascertain key concerns, issues and promote continuous improvement measures

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur


Future actions

Type	Timeline	Description	Status	Comments
Control		Continue to explore new and innovative recruitment and retention strategies in a competitive market.	Outstanding	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Mitigation Continue to explore new and innovative recruitment and retention strategies in a competitive market. Outstanding
- Mitigation Continue to draw optimal value from all relevant hubs of expertise including externally conducted research in continuing to facilitate and promote a holistic approach to responding to recruitment and retention challenges and future-proofing the Council's workforce. Outstanding

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	8 - Equality, Diversity and Inclusivity	
Risk subject area	Legislative requirements	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:52:10 PM
	Corporate priorities	Community, Addressing Housing Need, Resilience, Environment, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Sandy Muirhead

Risk description

- If there is a failure to effectively adhere to the Equality Act (2010), this could lead to workplace practices and delivery of services that fail to incorporate necessary principles, standards and requirements in promoting equal opportunities, diversity and inclusivity. This may increase risks of discriminatory practices and consequentially, the Council could be subject to complaints or even claims resulting in reputational damage.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Training mechanisms to raise awareness and understanding such as the online Workrite module.
- All Committee reports include a section on Equality, Diversity and Inclusivity considerations to ensure this area is embedded into Council decision making . It should be carefully reflected upon by report authors to identify any implications and whether there is any specific impact for proposals being put forward requiring a Member decision.

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Equality Impact Assessments are completed as a requirement on initiation of new projects and strategies.


Future actions

Type	Timeline	Description	Status	Comments
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APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Control (This action is subject to resource allocation). Assign a lead Officer to support production of 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. Outstanding

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	8 - Equality, Diversity and Inclusivity	
Risk subject area	Coordinated approach	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:53:04 PM
	Corporate priorities	Community, Addressing Housing Need, Resilience, Environment, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Sandy Muirhead

Risk description

- If there is insufficient resource, skills or expertise to develop, promote and support implementation of E, D & I standards, progress in driving change and positive impact through a structured and coordinated approach may be limited.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Communications and engagement with staff, Members and the public to recognize and celebrate diversity
- Champions (Staff reps) to explore further positive approaches relating to E, D & I. Inclusivity Working Group meets regularly
- Corporate Values – (PROVIDE) are incorporated into the Council's equality and diversity objectives together with an internal equality and diversity policy.
- An Equality, Diversity and Inclusivity 'Statement of Intent' document has been reported.
- Internal and external websites have been updated with Equality and Diversity policy and statement published.
- Participated in Race Equality Week (Feb 2024) and promoted important messages to all staff

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

Future actions

Type	Timeline	Description	Status	Comments
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APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Control (This action is subject to resource allocation). Assign a lead Officer to support production of 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. In Progress

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	9 - Working arrangements across LG tiers	
Risk subject area	Change Management	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:54:23 PM
	Corporate priorities	Community, Addressing Housing Need, Resilience, Environment, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Heather Morgan

Risk description

- If there is a lack of clarity or unified understanding around the wide-reaching implications of a County Deal this could make the task of planning, managing, communicating and implementing change challenging.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Ensure the appropriate level of resource is put in place and time is freed up from other parts of the organisation involved in the change management process if no additional financial or staff resources are available (this will require decision on what else not to do/deliver in another way on a temporary basis/apply a risk based approach to work)
- Ensure there is capacity and appropriately skilled staff are available, or skills are developed, to work effectively where the strategy of engagement and collaborative working has been agreed - to ensure that we are equal partners on any joint service delivery

Current mitigating actions


These are specific actions to reduce the impact of a risk event should it occur

- To ensure that any decisions made on engagement/joint service delivery/moving services up to County meets our priorities they need to align with the Corporate Plan 2024 - 2028, our values and priorities

Future actions

Type	Timeline	Description	Status	Comments
Mitigation	Apr 2024	Planning for potential change and ascertaining transitional and future arrangements for service delivery, decision making and strategic direction.	Outstanding	

APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Risk category	9 - Working arrangements across LG tiers	
Risk subject area	Strategic decisions	
	Last review by	p.talwar@spelthorne.gov.uk 3/5/2024 5:55:10 PM
	Corporate priorities	Community, Addressing Housing Need, Resilience, Environment, Services
	Risk owner	Admin Lee O'Neil Terry Collier Daniel Mouawad
	Lead officer	Heather Morgan

Risk description

- The current governance structure may present limited opportunities for Spelthorne to influence future shaping and direction within the wider Surrey landscape. This could lead to strategic decisions being made that may not be in the best interests of Spelthorne's residents and local communities.

Current control actions

These are specific actions to reduce the likelihood of a risk event or occurrence

- Look to influence the governance structure of the Growth Board by increasing Local Authority representation (currently one Leader and one Chief Executive) to sit at the decision making table, and ensure that our views are clearly understood by those represented and clearly relayed (via our Leader and Chief Executive)
- Look to influence the governance and representation at the Surrey Business Leadership Forum to ensure that our business voice is heard on future decision making around the economy (and the functions which Surrey will take over from the Enterprise M3 Local Economic Partnership)
- The Council needs to have a clear view on its priorities for collaboration (or not) so that business cases can be developed to help inform future service delivery and the resources which are required to deliver. This can then feed into the medium term financial strategy
- Ensure that there is early and wide engagement with all councillors in the autumn 2024 so there is a clear view from them in terms of 'red lines' - e.g. what the Council needs to deliver locally and we do not engage with Surrey on, where we can work to deliver improved outcomes for our communities

Current mitigating actions

These are specific actions to reduce the impact of a risk event should it occur

- Leader and Chief Executive to actively engage with adjoining authorities to fully understand common approaches to levels of engagement with Surrey, and opportunities for sharing resources

Future actions

Type	Timeline	Description	Status	Comments
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APPENDIX A Corporate Risk Register - Spelthorne Borough Council

- Mitigation Apr 2024 Planning for potential change and ascertaining transitional and future arrangements for service delivery, decision making and strategic direction. Outstanding
- Control June 2024 develop a terms of reference and set aside resources for a specific councillor/officer working group to work together to spearhead the Councils approach and response to the County Deal Outstanding