

Risk management

Strategic risk register

Quarter 3 – October to December 2023

Strategic risks

Strategic risks are risks that could have a negative impact on the Council's medium to long term objectives and priorities as set out in the Corporate Plan or other corporate level policies and strategies, including the Medium-Term Financial Plan (MTFP). Strategic risks typically originate from the environment within which the Council operates, though may also stem from an internal source – such as major project – if the impact merits its categorisation as a strategic risk.

Members of the Council's Senior Management Team and Executive members have shared responsibility for strategic risks.

The Council's strategic risks are detailed in below table:

<u>SR1</u>	<u>Financial sustainability</u>
<u>SR2</u>	<u>Commercial investment</u>
<u>SR3</u>	<u>Challenging economic conditions for residents and businesses</u>
<u>SR4</u>	<u>Organisational capacity and culture</u>
<u>SR5</u>	<u>Cost pressures affecting the viability of Council developments</u>
<u>SR6</u>	<u>Local government reorganisation, devolution and Levelling Up</u>
<u>SR7</u>	<u>ICT network capacity and resilience</u>
<u>SR8</u>	<u>Fraud</u>
<u>SR9</u>	<u>Gatwick Airport</u>
<u>SR10</u>	<u>Planning system reform</u>
<u>SR11</u>	<u>Climate change impact</u>

Scoring risks

Each risk on the risk register is assessed using a likelihood and impact matrix.

The likelihood and impact scores are then combined to give an overall risk score. This is done by multiplying the likelihood score by the impact score.

The total risk score is then plotted on a scoring matrix to illustrate the risk scoring visually:

IMPACT						
Grave	(5)	5	10	15	20	25
Significant	(4)	4	8	12	16	20
Moderate	(3)	3	6	9	12	15
Minor	(2)	2	4	6	8	10
Almost none	(1)	1	2	3	4	5
LIKELIHOOD		(1)	(2)	(3)	(4)	(5)
		Rare	Unlikely	Possible	More than likely	Almost certain

Risk treatment

Risk treatment is the collective term that refers to the various options that management have at their disposal to manage a risk. These are:

Avoidance	<p>Simply stop doing the activity that creates the risk, or elements therein. This may not be possible or desirable, however, particularly where the risk is unavoidable or arises from activity that the Council is obliged to undertake.</p> <p>Risk avoidance must also be balanced against the effect of doing so on the Council's objectives and how this reconciles with the wider risk appetite.</p>
Transfer	Transfer all or part of the risk to another party. For example, to insurance or to other agencies/contractors.
Reduce	Take steps to reduce the likelihood and/or impact of the risk, such as introducing new or modifying existing controls and mitigations.
Accept	Accept the risk and take no measures to reduce the likelihood and/or impact. This is not ordinarily a recommended course of action, though if the risk is outside of the Council's control it then it may be the only option available.

RISK RATINGS

IMPACT						
Grave	5					
Significant	4		SR5	SR4	SR1 SR3	
Moderate	3		SR6 SR7	SR2 SR8 SR9 SR10	SR11	
Minor	2					
Almost none	1					
LIKELIHOOD		1	2	3	4	5
		Rare	Unlikely	Possible	More than likely	Almost certain

The below table provides an overview of the current open strategic risks on the register and tracks the overall risk score for the time period that the risk has been open. It is intended to provide a visualisation of the journey of the risk over the time period that it has been open to provide context to its current score.

Year	2021/22			2022/23				2023/24		
Quarter	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
SR1: Financial sustainability	16	16	16	16	16	16	16	16	16	16
SR2: Commercial investment				6	6	6	6	6	6	6
SR3: Challenging economic conditions for residents and businesses				16	16	16	16	16	16	16
SR4: Organisational capacity and culture	12	12	12	12	12	12	12	12	12	12
SR5: Cost pressures affecting the viability of Council developments				12	12	12	12	12	12	8
SR6: Local government reorganisation, devolution and Levelling Up	12	12	12	12	12	12	12	12	12	6
SR7: ICT network capacity and resilience			8	8	8	8	12	6	6	6
SR8: Fraud	12	12	12	12	12	12	12	12	12	9
SR9: Gatwick airport	16	9	9	9	9	9	9	9	9	9
SR10: Planning system reform and the Local Plan	9	9	9	9	9	6	6	9	9	9
SR11: Climate change impact				12	12	12	12	12	12	12

SR1	Financial sustainability		RED
Description	<p>A combination of current adverse macroeconomic conditions and the wider local government funding context have created conditions of unprecedented financial uncertainty and challenge for the Council.</p> <p>The Council is therefore increasingly reliant on generating additional income and identifying savings and efficiencies from existing budgets. If not mitigated, these financial challenges risk an adverse impact on the Council's ability to deliver its Corporate Plan objectives.</p>		
Owners	Portfolio Holder: Cllr Lewanski		
	Officer: Pat Main		
Controls	<p>Implemented Controls:</p> <p>The Council has strong financial management arrangements in place with continual investment in skills and expertise to support the delivery of the Council's financial and commercial objectives while managing risks.</p> <p>The Medium-Term Financial Plan (MTFP) sets out the forecast budget challenges over the coming five years and forms the basis for service and financial planning. The budget pressures identified by the MTFP will be addressed by the Council's Financial Sustainability Programme.</p> <p>The Capital Investment Strategy provides an overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of Council services and how associated risk is managed.</p> <p>The Commercial Strategy, parts 1 and 2, both set out the commercial activity the Council will consider, provide a framework on option evaluation, and provide the basis on which commercial decision making will be made.</p> <p>The Annual Revenue Budget sets out funding allocations for the current year and confirms officer accountability for ensuring that expenditure and income are managed within limits approved by Members. In year budget monitoring reports confirm compliance with these limits and report any action required to manage budget variances.</p> <p>The Treasury Management Strategy helps ensure that investments achieve target returns within approved security and liquidity limits and that borrowing to fund the Capital Programme is affordable.</p> <p>Internal audit has been utilised to review the approach taken to secure financial sustainability.</p>		
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The Council has established a Financial Sustainability Programme, an initiative that is intended to reduce costs and/or increase income reducing the need to draw on reserves. Updates on the programme are reported quarterly to the Overview and Scrutiny Committee and Executive.</p> <p>An updated MTFP forecast was reported to Overview and Scrutiny Committee and Executive in July 2023. This update included an assessment of the latest position regarding the risk of increasing costs, in particular where driven by inflationary pressures in the wider economy.</p> <p>Ongoing Mitigations:</p> <p>Following public consultation and review by the Budget Scrutiny Panel, the draft 2024/25 budget was approved by the Executive in February 2024, ahead of it being considered by Full Council in March 2024.</p>		
Inherent Score	RED (20)		Likelihood: 5 Impact: 4

Current Score	RED (16)	Likelihood: 4 Impact: 4
Target Score	AMBER <i>Likelihood controlled to a score of 3 or below AND Impact mitigated to a score of 3 or below</i>	
Status	Reduce	
Last update	14 February 2024	

SR2	Commercial investment	AMBER
Description	<p>The generation of income from commercial investment is a contributor to the Council's financial sustainability. Following several high-profile commercial investment failures by local authorities, the ability to invest for a commercial purpose is being further restricted by changes in legislation, regulations, and codes of practice.</p> <p>Moreover, investing for commercial purposes – either in assets or in trading services – is not without risk due to market fluctuations and factors outside of the Council's control. The risks associated with commercial investment range from the non-achievement of budgeted income to significant capital and revenue losses, as well as governance, legal and reputational issues.</p>	
Owners	<p>Portfolio Holders: Cllrs A King and Lewanski</p> <p>Officers: Mari Roberts-Wood, Joyce Hamilton, and Pat Main</p>	
Controls	<p>Implemented Controls:</p> <p>Commercial opportunities will be considered on a case-by-case basis with up-to-date market intelligence used to inform decisions. Investments will be predicated on robust, stress-tested business cases and financial assessments which consider risks and benefits. Benefits will be monitored via established governance and reporting processes.</p> <p>Evidence of compliance with relevant Government and CIPFA guidance will be confirmed when business cases are approved.</p> <p>The Partnership, Shareholder and Trustee Executive Sub-Committee will approve and oversee commercial projects.</p> <p>The Council has now adopted parts 1 and 2 of the Commercial Strategy including an action plan which is reported on annually.</p>	
Mitigating actions/progress	<p>Ongoing Mitigations:</p> <p>Work is underway to review the future plans and direction for the Council's company investments.</p> <p>Action is underway to close down the Horley Business Park LLP following signature of the Settlement Deed by all parties.</p> <p>Action is also in progress to confirm the implications on the authority's investment in Pathway for Care Limited, following it entering administration in January 2024.</p> <p>Officers and members of the Partnership, Shareholder and Trustee Executive Sub-Committee are considering options for the future operation of Greensand Holdings Limited.</p> <p>The 2023 annual report was considered by the Overview & Scrutiny Committee in December 2023.</p>	
Inherent Score	RED (20)	Likelihood: 5 Impact: 4
Current Score	AMBER (9)	Likelihood: 3 Impact: 3
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>	
Status	Reduce	
Last update	4 January 2024	

SR3	Challenging economic conditions for residents and businesses	RED
Description	<p>A prosperous economy is essential for the wellbeing of the borough, creating employment and wealth that benefits local people and businesses.</p> <p>Prevailing economic conditions have a direct impact on the Council's financial position and likewise impacts upon the demand for Council services, particularly in terms of income derived from fees and charges and the collection of monies owed.</p> <p>Challenging financial circumstances for residents may also increase their reliance on Council services which could result in cost pressures on the Council. The risk of the latter is exacerbated by household budgets being stretched by current elevated levels of inflation and rising consumer prices.</p>	
Owners	<p>Portfolio Holders: Cllrs Biggs and Neame</p> <p>Officers: Mari Roberts-Wood, Pat Main, Duane Kirkland, Richard Robinson, Simon Bland, and Justine Chatfield</p>	
Controls	<p>Implemented Controls:</p> <p>The economic factors affecting the local economy are largely outside of the Council's direct control.</p> <p>The Council regularly engages with local businesses and residents to understand the challenges they face, and to provide advice, support, and networking opportunities where possible.</p> <p>The Council's homelessness service is fully compliant with the Housing Act 1996 (as amended). This includes a significant focus on preventing homelessness in the first place, thereby reducing the demand for emergency accommodation.</p>	
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The government's Household Support Fund was introduced in September 2021. Three rounds of funding have been distributed by the Council to directly support vulnerable households with meeting daily needs, such as food, clothing, utilities, and advice to help with the cost of living.</p> <p>The Council supports a range of voluntary sector partners in the provision of local support services such as 'Food Clubs', 'Community Fridges' and 'Healthy Start' to assist vulnerable residents with access to affordable food locally.</p> <p>The Council continues to apply for Business Support grants as and when they are available to support local employment and businesses.</p> <p>The recent challenging economic conditions, especially for private renters, and additional challenges stemming from a vulnerable migrant cohort have placed additional strains on the service. In response the Housing service has increased its officer resourcing to assist with the increasing number/complexity of approaches and elevated levels of those in emergency temporary accommodation.</p> <p>Ongoing Mitigations:</p> <p>A fourth round of the Household Support Fund funding is providing approximately £700k of support through to 31 March 2024. The fund will allow the Council to further support residents most affected by cost-of-living pressures. We are distributing the funding through local partners to target help where its most needed, including areas such as income and disability benefits, bills and allowances, childcare, housing, and travel. The fund's future beyond March 2024 is in doubt, however.</p> <p>The Housing service has developed a proposal for the purchase of additional Council owned and operated temporary emergency accommodation to reduce budget pressures from the use of third-party accommodation. Securing these accommodation units has already commenced, with some offers already completed and accepted on a number of local properties.</p> <p>Current economic conditions have resulted in increased referrals to the Council's Money Support service stemming from inflationary pressures. Additional resource to</p>	

SR3	Challenging economic conditions for residents and businesses		RED
	<p>the Money Support service has been identified, and the Council is facilitating closer collaboration with other money/debt advice services operating locally.</p> <p>The fall in the headline rate of inflation has been helpful to the local business community. The Council will shortly be introducing a grant programme to help businesses with innovation to help with environmental sustainability and the creation of employment. We will also be launching a Peer-to-Peer learning programme to support growth businesses. We also continue to monitor the opportunity to apply for Business Support grants as and when they are available to support local employment and businesses.</p>		
Inherent Score	RED (25)	<i>Likelihood: 5 Impact: 5</i>	
Current Score	RED (16)	<i>Likelihood: 4 Impact: 4</i>	
Target Score	AMBER <i>Impact mitigated to a score of 3 or below</i>		
Status	Reduce/accept		
Last update	1 February 2024		

SR4	Organisational capacity and culture		AMBER
Description	<p>An effective and efficient organisational capacity and culture is key to the Council's ability to deliver on its corporate objectives.</p> <p>A combination of strong labour market conditions and associated higher turnover of staff nationwide, increasing move to a 'Hybrid Working Culture,' and the requirement by the council to comply with the objectives of the financial sustainability programme have introduced new complexities.</p> <p>These factors underscore the importance of the Council prioritising its activities and being sustainably and efficiently resourced to meet the challenges ahead. The embedding of a robust and resilient organisational culture that successfully supports officers and members and makes the Council an attractive place to work is similarly key. The failure to do will risk the delivery of the Council's objectives.</p>		
Owners	Portfolio Holder: Cllr Lewanski		
	Officer: Mari Roberts-Wood and Kate Brown		
Controls	<p>Implemented Controls:</p> <p>The Council has an embedded Establishment Management Process alongside service and financial planning.</p> <p>Ongoing consultation and engagement with staff. Including wellbeing check-ins, surveys, and engagement checks across the organisation.</p> <p>The Council has comprehensive succession planning in place to ensure minimal disruption during transitional periods.</p> <p>The Corporate Pay Board oversees all aspects of employee pay costs, benefits mapping, pay modelling and negotiation with staff representatives for the annual cost of living award.</p>		
Mitigating actions/progress	<p>Ongoing Mitigations:</p> <p>The development of the HR and OD strategy continues to progress.</p> <p>The strategy will provide the background context and identifies long term recommendations for the resourcing of the Council.</p>		
Inherent Score	RED (16)	<i>Likelihood: 4</i> <i>Impact: 4</i>	
Current Score	AMBER (12)	<i>Likelihood: 3</i> <i>Impact: 4</i>	
Target Score	<p>AMBER</p> <p><i>Likelihood Controlled to a score of 3 or below</i></p> <p><i>Impact mitigated to a score of 2 or below</i></p>		
Status	Reduce		
Last update	2 February 2024		

SR5	Cost pressures affecting the viability of Council developments		AMBER
Description	<p>The UK construction sector has seen an increase in building material and labour costs arising from uncertainties in the global supply chain and inflationary pressures. This disruption and increase in costs may impact the Council's ability to deliver economically viable development projects, where tenants may increasingly seek higher capital investment. It is now increasingly important that the council has appropriate funding/incentives to encourage commercial tenants for the lettings.</p> <p>The effects of this are multifaceted but could result in negative financial implications as well as jeopardising the delivery of strategic corporate objectives.</p>		
Owners	Portfolio Holder: Cllr A King		
	Officer: Mari Roberts-Wood, Luci Mould, Pat Main, Richard Robinson and Peter Boarder		
Controls	<p>Implemented Controls:</p> <p>As standard all development projects are subject to regular stress tested business cases which are reported and monitored via established governance arrangements.</p> <p>The Council considers cost pressures on its development schemes as part of its annual service and financial planning and budgeting monitoring processes. Cost pressures are also considered as part of business case development and are closely monitored throughout a project's lifecycle.</p> <p>Rigorous change management processes are in place for all development projects.</p> <p>Budget monitoring reports are reported on a regular basis to officer Boards, Overview & Scrutiny Committee and Executive.</p> <p>Ongoing Controls:</p> <p>The Council will pursue external grant funding opportunities as and when they are available.</p>		
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The Council collaborates with and seeks advice from external professional teams (quantity surveyors, employers' agents, etc.) to confirm the impact of cost pressures and options for addressing them.</p>		
Inherent Score	RED (20)		<i>Likelihood: 5 Impact: 4</i>
Current Score	AMBER (8)		<i>Likelihood: 2 Impact: 4</i>
Target Score	<p>AMBER</p> <p><i>Likelihood Controlled to a score of 2 or below AND Impact mitigated to a score of 3 or below</i></p>		
Status	Reduce		
Last update	14 February 2024		

SR6	Local government reorganisation, devolution and Levelling Up		AMBER
Description	A reorganisation of local government could be prompted by a range of scenarios and circumstances, including the financial failure of an authority within Surrey or as part of the government's devolution and 'Levelling Up' agenda. The uncertainty surrounding, and subsequent results of, any local government reorganisation could adversely affect the Council and the delivery of services for residents.		
Owners	Portfolio Holder: Cllr Lewanski		
	Officer: Mari Roberts-Wood		
Controls	<p>Implemented Controls: This risk is largely outside of the Council's ability to directly influence although some control can be placed on likelihood via influencing and consultations. The Council works closely with neighbouring and partner authorities to develop alternative proposals for the future of local government in Surrey.</p> <p>Ongoing Controls: The Council will continue to lobby central government where appropriate and necessary on reorganisation, devolution and levelling up at the local level.</p>		
Mitigating actions/progress	<p>Implemented Mitigations: In November 2023, it was confirmed that SCC is engaging in discussions with Government about a Level 2 deal; further details about this are included in a press release published at the time, including the proposed scope of a future deal and the potential to explore the onward devolution of county functions to districts and boroughs to be explored.</p> <p>Ongoing Mitigations: The Levelling Up and Regeneration Act received royal assent in Q3. The Council has engaged with Surrey CC as it progresses its proposal for a County Deal and will continue to work proactively influence this; this will include via joint working at the highest level, via Surrey Leaders' and Chief Executives' Groups</p>		
Inherent Score	RED (16)	<i>Likelihood: 4</i> <i>Impact: 4</i>	
Current Score	AMBER (6)	<i>Likelihood: 2</i> <i>Impact: 3</i>	
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>		
Status	Reduce		
Last update	14 February 2024		

SR7	ICT network capacity and resilience	AMBER
Description	<p>There has been a significant shift in the way that the Council works over the last few years, with increasing demands placed on technology and the underlying supporting ICT infrastructure as part of business-as-usual activities.</p> <p>As the reliance and demands placed upon technology continues to increase, there is a risk of significant disruption to service delivery in the event of network disruption and/or outage, particularly following a cyber-attack.</p> <p>It is therefore imperative that the Council continues to invest in robust systems, infrastructure, network security and disaster recovery capabilities to manage this risk and maintain the delivery of services.</p>	
Owners	<p>Portfolio Holder: Cllr J King</p> <p>Officer: Darren Wray</p>	
Controls	<p>Implemented Controls:</p> <p>Since the Covid-19 pandemic, there has been investment in improved network infrastructure and resilience, including increased cyber security capability and back-up solution size. The Council has multiple layers of defences protecting core data and systems that are regularly reviewed and systems updated.</p> <p>A programme of mandatory cyber security training is in place for staff.</p> <p>The Council is in active contract with NCCGroup, a cyber security specialist, to investigate any incidents that may arise. The Council can instantly access NCCGroup's expertise in the event of an incident.</p> <p>Ongoing Controls:</p> <p>Implementation of the ICT strategy to further enhance the Council's network resilience and cyber security capabilities.</p> <p>Elected members' training on cyber security will be rolled out shortly.</p>	
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>Implementation of the ICT strategy commenced in 2022/23. Procurement for the supplier of the new back-up and disaster recovery system has concluded, with a supplier now appointed and implementation ongoing.</p> <p>Ongoing Mitigations:</p> <p>Implementation of the new back-up and disaster recovery system has begun and is progressing well.</p>	
Inherent Score	RED (15)	<i>Likelihood: 3 Impact: 5</i>
Current Score	AMBER (6)	<i>Likelihood: 2 Impact: 3</i>
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>	
Status	Reduce	
Last update	13 February 2024	

SR8	Fraud	AMBER
Description	Due to the wide range of activities undertaken by the Council, there is a risk of fraud being committed. The risk of the latter is exacerbated from both legacy areas of activity and changes and additions to areas in which the council operates where fraud may be committed.	
Owners	Portfolio Holder: Cllr Lewanski	
	Officers: Pat Main and Simon Rosser	
Controls	<p>Implemented Controls:</p> <p>The Council maintains robust control measures to protect public funds from fraudulent activity, including Counter Fraud, Corruption and Bribery Policy, Whistleblowing Policy, and Prosecution Policies. The Fraud and Financial Investigations Team carries out investigations which cover all areas of corporate fraud.</p> <p>Staff induction includes fraud awareness training, as well as awareness of established policies and procedures.</p> <p>The Council is subject to regular internal audit reviews of potential fraud risk areas.</p>	
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The Council continues proactive fraud checks on all housing applications and action will be taken where appropriate. These are reported annually as part of the Councils Key Performance Indicator contextual indicators.</p> <p>Staff wide fraud awareness programme with training of the relevant teams continues to take place.</p> <p>The Council cooperates with Surrey County Council and other Local Authorities to review council tax single occupancy discounts to identify and decrease council tax fraud.</p> <p>Ongoing Mitigations:</p> <p>The Council's fraud team continues to see elevated levels of fraudulent activity, such as in housing benefit and council tax. Although levels of activity are elevated, both in these new and legacy areas, fraud activity remains controlled and mitigated within existing structures.</p>	
Inherent Score	RED (20)	<i>Likelihood: 5 Impact: 4</i>
Current Score	AMBER (9)	<i>Likelihood: 3 Impact: 3</i>
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>	
Status	Reduce	
Last update	1 February 2024	

SR9	Gatwick Airport	AMBER
Description	Gatwick Airport has indicated its commitment to pursue its plans for expansion. Whilst the airport is a key local employer and its operations and supply chains have a significant bearing on the borough's economy, its expansion risks local environmental and infrastructural issues if not appropriately planned for and outcomes managed.	
Owners	Portfolio Holder: Cllr Michalowski	
	Officer: Luci Mould and Andrew Benson	
Controls	<p>Implemented Controls:</p> <p>The decisions made around the expansion of Gatwick Airport are largely outside of the Council's control.</p> <p>However, the Council will continue to engage throughout the planning process to mitigate negative outcomes and maximise benefits. This includes cooperation with neighbouring Local Authority partners affected by the expansion.</p> <p>Following submission of the development consent order (DCO) application the Council sought to raise concerns over the adequacy of the consultation undertaken by Gatwick Airport, which was not accepted by the Planning Inspectorate.</p> <p>Ongoing Controls:</p> <p>The Council continues to engage throughout the DCO process to mitigate negative outcomes and maximise benefits from the Airports expansion.</p>	
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>Gatwick submitted their application for a DCO for the conversion of the emergency runway into a second runway in early Q2. The Council has previously responded to the consultation in 2022/23 for the expansion, and submitted its Relevant Representation, summarising the main issues, by 29 October 2023. Local Impact Reports are being prepared for March 2024 highlighting in further detail the potential impacts of the project whilst a list of S106 asks is being prepared to seek to secure a potential package of mitigations.</p>	
Inherent Score	RED (12)	<i>Likelihood: 3 Impact: 4</i>
Current Score	AMBER (9)	<i>Likelihood: 3 Impact: 3</i>
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>	
Status	Reduce/Accept	
Last update	1 February 2024	

SR10	Planning system reform and the Local Plan		AMBER
Description	<p>The Council is in the process of implementing a new Local Plan, which will outline the delivery of housing, both affordable and private, within the borough.</p> <p>The Department for Levelling Up, Housing and Communities published proposals that seek to alter the overarching National Planning Policy Framework.</p> <p>These plans would also introduce controversial national development management policies (NDMPs) intended to help slim down local plans.</p> <p>There is currently a great deal of uncertainty and lack of clarity over what the revised planning policy framework will change. If radical changes are introduced this may create additional complexity which could lead to delays in implementation of the new local plan and/or impact on the Council's ability to achieve the objectives set out in the new Local Plan.</p>		
Owners	<p>Portfolio Holder: Cllr Michalowski</p> <p>Officer: Andrew Benson</p>		
Controls (Likelihood)	<p>Implemented Controls:</p> <p>The Council's local plan will respond to any changes to the requirements set out in the National Planning Policy Framework and the Levelling Up and Regeneration bill (once enacted) Act accordingly.</p>		
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The Council has received and responded to the National Planning Policy Framework (NPPF) consultation paper. The latest round of consultations includes radical changes to the way that sustainability appraisals and habitats regulation will be undertaken. If these changes were carried through into the final draft, any work under the current system would be potentially negatively impacted. The latest edition of the NPPF also advises that green belts need not be reviewed to meet housing needs. Whether the local plan includes a green belt review will therefore be discussed with Members but there is a risk that any subsequent change in national policy could require green belt reviews, so causing potential delay to the plan if one were needed at a late stage.</p> <p>The Council will continue to respond to the consultations, attended working groups and generally offer its opinion on any changes to legislation as and when it occurs. Until there is further detail on how changes in plan-making legislation will impact upon the local plan, it is difficult to put measures in place although Members have been briefed and discussions sought with government departments.</p> <p>Ongoing Mitigations:</p> <p>New policy and legislation will be reviewed as it is published to consider what actions are required to mitigate against any harm to the plan making process or its outcomes, including the Levelling Up and Regeneration Act enacted in Q3.</p>		
Inherent Score	RED (12)	Likelihood: 3 Impact: 4	
Current Score	AMBER (9)	Likelihood: 3 Impact: 3	
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>		
Status	Reduce		
Last update	1 February 2024		

SR11	Climate change impact	AMBER
Description	<p>It is widely recognised that the Earth’s climate is changing, with this forecast to result in more extreme weather. This could have negative impacts, including on the built and natural environment, with vulnerable residents likely to be most severely impacted.</p> <p>In response, the Council may encounter difficulties in delivering services and may similarly have additional demands placed upon it, particularly as climate change adaptation and mitigation becomes increasingly necessary.</p>	
Owners	<p>Portfolio Holders: Cllr Moses</p> <p>Officers: Cath Rose, Andrew Benson, and Laura McCartney</p>	
Controls	<p>Implemented Controls:</p> <p>The adverse weather emergency plan and service level business continuity plans. Internal Sustainability Team and the associated implementation of the Environmental Sustainability Strategy.</p> <p>Supplementary planning document detailing climate change and sustainable construction for new developments.</p> <p>Ongoing Controls:</p> <p>Consideration of climate change impacts requirements under both existing and new local plan.</p>	
Mitigating actions/progress	<p>Implemented Mitigations:</p> <p>The Household Emergency Plan has been introduced on the Council’s website. This plan details what activities households can take to minimise impact from flooding or other extreme weather events. The Council’s Emergency Planning team proactively engages the Surrey Local Resilience Forum to prepare for and respond to extreme weather events.</p> <p>Ongoing Mitigations:</p> <p>Ongoing Partnership work with Surrey County Council and Environment Agency to identify opportunities to mitigate flooding impacts in local developments.</p> <p>Surrey County Council adopted a new Climate adaptation and resilience strategy in Q3 2023/24, which includes 9 strategic priorities and targets. Priority 1 is Climate Resilient Organisations, with a target of having adaptation and resilience plans in place for all local authorities in Surrey by 2027, and establishment of a new Surrey Adapt Forum. RBBC will continue to work with SCC and other local authorities to deliver against these targets. As part of this, a recently commenced review of the Council’s Environmental Sustainability Strategy (described at paragraph 33 here) will give greater consideration to climate change adaptation, recognising the progress that is also being made at a county level (see above). The reviewed Strategy is on track to be taken to the Executive in Q4 2023/24 for agreement.</p>	
Inherent Score	RED (16)	<i>Likelihood: 4 Impact: 4</i>
Current Score	AMBER (12)	<i>Likelihood: 4 Impact: 3</i>
Target Score	GREEN <i>Impact mitigated to a score of 2 or below</i>	
Status	Reduce/Accept	
Last update	1 February 2024	