

Risk management

Strategic risk register

Quarter 2 – July to September 2021

Strategic Risks

Strategic risks are defined as those risks that have an impact on the medium to long term ambitions and priorities of the Council as set out in the Corporate Plan and the Medium-Term Financial Strategy. The Management Team has shared responsibility for strategic risks.

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

<u>SR1</u>	<u>COVID-19 pandemic</u>
<u>SR2</u>	<u>Financial sustainability</u>
<u>SR3</u>	<u>Local government reorganisation</u>
<u>SR4</u>	<u>Organisational capacity and culture</u>
<u>SR5</u>	<u>Economic prosperity</u>
<u>SR6</u>	<u>Reliance on the welfare system</u>
<u>SR7</u>	<u>Cyber security</u>
<u>SR8</u>	<u>Fraud</u>
<u>SR9</u>	<u>Marketfield Way</u>
<u>SR10</u>	<u>Gatwick Airport</u>
<u>SR11</u>	<u>Reform of the planning system (closed in Q1 2021/22)</u>
<u>SR12</u>	<u>Planning system reform</u>

Risk rating

Each risk is scored using the potential impact of the risk and the likelihood of the risk happening. The risk score then determines the level of management action required:

RED	Where management should focus attention. Immediate actions should be identified and plans put in place to reduce risk as a priority.
AMBER	Where management should ensure that contingency plans are in place. These may require immediate action and will require monitoring for any changes in the risk or controls. These will be a key area of assurance focus
YELLOW	These should have basic mechanisms in place as part of the normal course of management.
GREEN	Where risk is minimal if does not demand specific attention but should be kept under review.

Risk status

Tolerate	Decide to accept the risk and take no further measures. This should be a conscious and deliberate decision taken having decided that it is more cost effective to do so than attempt mitigating action.
Transfer	Transfer all or part of the risk. For example, to insurance or to other agencies/contractors.
Treat	Proactive action taken to reduce: <ul style="list-style-type: none">• The probability of the risk happening by Introducing control measures• The impact of the risk should it occur.
Close	This could involve changing an aspect of the activity or ceasing to provide the service/function/project and thus eliminate the risk.

RISK RATINGS

IMPACT						
Grave	5					
Significant	4		<u>SR7</u>	<u>SR3</u> <u>SR4</u> <u>SR9</u>	<u>SR2</u> <u>SR6</u> <u>SR10</u>	<u>SR5</u>
Moderate	3			<u>SR1</u> <u>SR12</u>	<u>SR8</u>	
Minor	2					
Almost none	1					
		1	2	3	4	5
LIKELIHOOD		Rare	Unlikely	Possible	More than likely	Almost certain

SR1		Covid-19 pandemic		AMBER
Description		<p>The Council will continue to respond to the Covid-19 pandemic in supporting residents, businesses as well as other partner public sector organisations.</p> <p>The effects of the pandemic, coupled with the ongoing response, could result in significant disruption to the delivery of services and the achievement of corporate objectives.</p>		
Owner		Portfolio Holder	Cllr Brunt	
		Officers	Mari Roberts-Wood and Luci Mould	
Controls		<p>Ongoing planning for disruption caused by the pandemic, including maintaining organisational preparedness via emergency and business continuity planning.</p> <p>Resumption of COVID-19 command and control processes and procedures if required.</p> <p>Liaison with partners and the Surrey Local Resilience Forum.</p>		
Mitigating actions/progress		<p>Operating within the confines of, and responding to, Covid-19 has now become 'business as usual' for the Council. Ongoing disruption is expected and is being proactively planned for.</p> <p>During Q2 the government's autumn and winter plan for COVID-19 was published. The plan has not ruled out further restrictions to help control the spread of Covid-19. Accordingly, the Council's preparedness activities for winter have begun, including identifying staff for potential redeployment following any need to resume the Council's response activities.</p> <p>During Q2 several plans integral to the Council's response to the COVID-19 pandemic have been updated, including the: Pandemic Plan; Emergency Plan and Surge Testing Plan. Service business continuity plans continue to be kept up to date.</p> <p>The Council continues to engage with partners in Surrey, including the Local Resilience Forum and other districts and boroughs. Learning from partners continues to assist preparedness activities.</p>		
Score	Likelihood	Possible	Direction of travel	-
	Impact	Moderate		
Status		Treat		
Last update		28 October 2021		

SR2	Financial sustainability		RED
<p>Description</p>	<p>In the wake of the COVID-19 pandemic and resultant recession, the Council faces a period of unprecedented financial uncertainty.</p> <p>The most significant risks relate to the extent to which the Government will fund the unplanned expenditure that is being incurred to deliver the Council's COVID-19 responsibilities at the same time as experiencing material reductions in income from fees and charges and local taxes.</p> <p>If this substantial financial burden is not mitigated through direct Government support, then these unplanned financial pressures will have an adverse impact on the Council's capacity to deliver against its Corporate Plan ambitions. The delivery of corporate plan objectives will similarly be jeopardised if the Council is unable to secure additional income streams.</p> <p>The ongoing financial settlement with the Government also remains uncertain.</p> <p>The Council is therefore increasingly reliant on income derived, and to be derived and generated, from investments, fees and charges and commercial activities – the ability to do so, however, may be further restricted by changes in legislation, regulations and codes of practice. Commercial activity and investments are similarly not without risk.</p>		
<p>Owner</p>	<p>Portfolio Holder</p>	<p>Cllr Schofield</p>	
	<p>Officers</p>	<p>Pat Main</p>	
<p>Controls</p>	<p>The Council will continue to ensure that strong financial management arrangements are in place and will continue to invest in skills and expertise to support the delivery of the Council's financial and commercial objectives while managing risks.</p> <p>An up-to-date Medium Term Financial Plan and Capital Investment Strategy. The MTFP sets out the forecast budget challenges over the coming five years and forms the basis for service and financial planning, while 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>A Treasury Management Strategy (approved in April 2021) that 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>Creation and implementation of a Commercial Strategy.</p>		
<p>Mitigating actions/progress</p>	<p>The COVID-19 pandemic resulted in material new financial risks, both in the previous and current financial years and over the medium term. Additional unbudgeted expenditure has been incurred to deliver the authority's response and budgeted sources of income have been impacted. Nevertheless, after taking account of additional expenditure, income shortfalls, and government funding, the overall budget outturn for 2020/21 was a net underspend for the Council, with reserves remaining healthy.</p> <p>The main area of concern remains the failure of income receipts to return to pre-COVID levels, particularly in relation to parking fees. There is also a risk that increased costs for goods, materials and labour, coupled with supply chain disruption, may impact on our ability to deliver and thereby secure income from development projects.</p> <p>The specific outcomes of the Government's planned Fair Funding Review and Business Rates Reset continue to remain unknown; however, they are expected to result in significantly reduced funding.</p>		

SR2		Financial sustainability		RED
		<p>The Council's updated Medium-Term Financial Plan, approved by the Executive in July 2021, sets out the forecast budget challenge over the coming five years and will form the basis for service and financial planning for 2022/23 onwards. Preparations for budget setting for 2022/23 are now in progress and draft budget proposals will be published for scrutiny in November 2021.</p> <p>The Council's Capital Investment Strategy was approved by the Executive in July 2021. Capital Programme proposals for 2022/23 onwards are now in progress and will be reported in November 2021.</p> <p>The Council adopted Part 1 of its Commercial Strategy during 2020/21 demonstrating the continued importance of: (i) adopting and implementing strategies that support sustainable income generation and (ii) taking forward new income generating projects. As of Q2 2021/22, work is underway on Part 2 of the Strategy which will provide more detail about the implementation of commercial activity, particularly in investment activity and how associated risks will be managed and mitigated.</p>		
Score	Likelihood	More than likely	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		12 October 2021		

SR3		Local government reorganisation		AMBER
Description		<p>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 agenda. A White Paper on English devolution and local recovery is expected in the latter part of 2021, delayed from autumn 2020.</p> <p>The uncertainty surrounding, and subsequent results of, any local government reorganisation could adversely affect the Council and the delivery of services for residents.</p>		
Owner		Portfolio Holder	Cllr Brunt	
		Officers	Mari Roberts-Wood	
Controls		<p>Close working with neighbouring and partner authorities to develop alternative proposals for the future of local government in Surrey.</p> <p>Lobbying central government where appropriate and necessary.</p>		
Mitigating actions/progress		<p>Earlier in the year the government confirmed that it will not be pursuing a mandatory, top-down reorganisation of local government.</p> <p>However, a White Paper on devolution and 'levelling up' will be published in autumn 2021. It is anticipated that the White Paper will include proposals for 'county deals', a bespoke devolution of powers to county councils. During Q2 Surrey County Council submitted an expression of interest to the government to be a pilot area for the latter and are understood to be developing a proposal for this.</p> <p>The Council will continue to seek to proactively influence the debate on the future structure of local government within Surrey.</p>		
Score	Likelihood	Possible	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		28 October 2021		

SR4		Organisational capacity and culture		AMBER
Description		<p>The Council has adopted an ambitious Corporate Plan, supported by a capital investment, housing and Great People strategy.</p> <p>The COVID-19 pandemic has changed the way the Council operates, the context within which it does so, and will similarly drastically change the organisational culture and ways of working.</p> <p>The Council will continue to be ambitious and new ways of working will need to be embraced by both members and officers for objectives to be achieved. Key to this is ensuring that staff welfare and wellbeing is maintained, particularly in the challenging circumstances caused by the pandemic.</p> <p>The failure to remain ambitious and adapt to the ongoing challenges of the pandemic will risk the delivery of corporate objectives.</p>		
Owner		Portfolio Holder	Cllr Lewanski	
		Officers	Mari Roberts-Wood and Kate Brown	
Controls		<p>The creation and implementation of an Organisational Development strategy.</p> <p>Development of an embedded Workforce Planning approach for the Council, with service and financial planning to appropriately resource the Council's staffing requirements.</p> <p>Recruitment, training and development.</p> <p>Ongoing consultation and engagement with staff.</p> <p>Succession planning.</p>		
Mitigating actions/progress		<p>Before the COVID-19 pandemic significant work was undertaken on the Council's Great People work programme (formerly known as the Organisation Development strategy). This has formed a solid basis for post COVID planning.</p> <p>The Council is continuing to work differently due to the effects of the Covid-19 pandemic. Projects related to future ways of working, including 'hybrid working', are being driven forward by the Organisation Board.</p> <p>A proposal for the future structure of the senior Management Team will be presented to the Employment Committee in November 2021.</p> <p>HR continue to proactively address staff wellbeing issues. A wider, strategic piece on staff welfare is continuing.</p> <p>Staff are continuing to be encouraged to take annual leave, especially in teams where significant annual leave balances have accumulated during the response to the pandemic.</p> <p>HR continues to promote training and development opportunities for staff.</p>		
Score	Likelihood	Possible	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		11 October 2021		

SR5	Economic prosperity		RED
Description	<p>A prosperous economy is essential for the wellbeing of the borough, creating employment and wealth that benefits local people and businesses. The COVID-19 pandemic has resulted in significant negative impacts upon the economy, which will continue to be felt for some time.</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. Challenging financial circumstances for residents may also increase their reliance on Council services.</p>		
Owner	Portfolio Holder	Cllrs Humphreys and Schofield	
	Officers	Luci Mould, Mari Roberts-Wood, Pat Main and Simon Bland.	
Controls	<p>The UK economy is outside the control and influence of the Council. However, the Council is able to provide support to residents and businesses, both through direct service delivery and the disbursement of grants and other sources of funding.</p> <p>Our Business Engagement Team provides a range of support, advice and networking opportunities for local businesses, allowing the Council to receive feedback on economic performance and conditions.</p> <p>Controls relating to the Council's financial position are summarised in SR2.</p>		
Mitigating actions/progress	<p>Following the ending of most Covid-19 related restrictions, the UK economy has begun to recover from the effects of the pandemic. According to the Office for National Statistics, in Q2 the UK economy grew faster than initial expectations and is now 3.3% below its pre-pandemic peak. However, during the quarter inflationary pressures emerged alongside (and in some instances in consequence of) supply chain disruption which could impact on the wider recovery as well as increasing living costs.</p> <p>The government's Jobs Retention Scheme concluded on 30 September 2021. The scheme supported a large number of jobs in Reigate and Banstead, as well as those of residents working outside of the borough. Whilst the scheme concluded at the end of the quarter, the Council has not seen a notable increase in resident unemployment.</p> <p>The 'R&B Works' project continues to highlight and provide support towards local employment opportunities for residents. The project was recently promoted by the Local Government Association as an example of good practice.</p> <p>Last year the Council launched the East Surrey Work Local Youth Hub. The Hub aims to support young residents claiming Universal Credit in the area, through providing access to a wide range of coaching, mentoring and soft skills development, tailored to meet their career aspirations. The Council has applied to the Department for Work and Pensions for another twelve months funding for the Youth Hub.</p> <p>In Q1 the Council submitted a bid to the Government's 'Levelling Up Fund' for infrastructure funding in Horley. However, the bid was not successful in the first round of funding requests to the fund.</p> <p>The Council continues to engage with the East Surrey Economic Recovery Taskforce, which has been successful in encouraging businesses to apply for support funding to the Coast to Capital Local Enterprise Partnership.</p> <p>The first in-person Council run business engagement events recommenced during the quarter.</p>		

SR5		Economic prosperity		RED
		As reported in SR2 above, the Council is continuing to operate in challenging financial circumstances. The main implication on the Council's finances at present is uncertainty as to whether income levels will return to pre-pandemic levels, particularly in services such as Parking. Reductions in income are being addressed as part of service and financial planning for 2022/23.		
Score	Likelihood	Almost certain	Direction of travel	-
	Impact	Significant		
Status		Treat/Tolerate		
Last update		11 October 2021		

SR6	Reliance on the welfare system		RED
Description	<p>The COVID-19 pandemic has resulted in increasing numbers of residents being reliant upon the welfare system as the economy is negatively impacted. This increases the risk of household budgets being stretched. The latter could result in an increase in cost pressures on the Council as our services are increasingly relied upon.</p>		
Owner	Portfolio Holder	Cllr Neame	
	Officers	Mari Roberts-Wood, Duane Kirkland, Justine Chatfield and Richard Robinson	
Controls	<p>Increased staffing to manage legislative and welfare/benefit changes.</p> <p>Investing in IT packages, improving processes and staff training.</p> <p>The operation of council owned emergency accommodation.</p> <p>Applying for government grants to fund additional support services.</p> <p>Joint working and close collaboration with partners.</p> <p>Increased staff resource through redeployment.</p>		
Mitigating actions/progress	<p>During Q2 the temporary uplift to universal credit ended. This took place at the end of the quarter; any impacts arising will be closely monitored, particularly in the context of the wider cost of living increases seen in areas such as fuel and energy price rises.</p> <p>The government's Jobs Retention Scheme also concluded in Q2. Despite the scheme's cessation there has not been a notable increase in unemployment within the borough.</p> <p>The Council continues to apply for government grants to support homeless residents, or those at risk of homelessness. So far in 2021/22 nearly £200k has been secured to help accommodate and support the single homeless cohort, including prison leavers.</p> <p>The Council was part of a successful cross-Surrey bid for an application to the government's Changing Futures Fund. The programme aims to improve outcomes for adults experiencing multiple disadvantage, including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system. The bid was awarded £2.8 million to be spent in Surrey over a three-year period.</p> <p>Despite the ban in bailiff led evictions coming to an end, as of the end of Q2 there has not been an increase in evictions over 'normal' years. However, there has been an increase in the complexity of cases and an increase in larger households placed into temporary emergency accommodation. The Council's Housing team continues to work successfully in preventing and relieving homelessness where possible.</p> <p>Within the borough there is a lack of affordable move on homes for larger households, both in the social and private rented sector. This has resulted in an increase in emergency temporary accommodation spend. This is being closely monitored and options are being considered to mitigate the impacts.</p> <p>Following an increase during the height of the Covid-19 pandemic, the Council's Money Support service has seen referrals return to more 'normal' pre-pandemic levels. It is possible, however, that the end of the Jobs Retention Scheme and the increase in the cost of living, coupled with the end of the Universal Credit uplift, may result in an increase in referrals. Additional resourcing has been identified to support the service, which will be scaled up if required.</p>		

SR6		Reliance on the welfare system		RED
		<p>The Council continues to provide a scaled back Covid-19 welfare offer. Consideration is continuing to be given to the provision of a pilot scheme to support residents with ongoing welfare needs and who do not meet the threshold of adult social care.</p> <p>The Council continues to be active in the Surrey wide fuel poverty group, which will look to support residents at risk of fuel poverty.</p> <p>At the end of the quarter the government announced its new household support fund. The fund makes £500 million available to vulnerable households across the country to help them with essentials over the coming months as the country continues its recovery from the pandemic. The Council will be administering these grants on behalf of the government.</p>		
Score	Likelihood	More than likely	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		18 October 2021		

SR7		Cyber security		AMBER
Description		<p>Organisations are at an ever-increasing risk of cyber-attack as the use of digital systems and technologies increases, particularly as home working has become the norm in response to the COVID-19 pandemic.</p> <p>More sophisticated attacks and new variants of malicious software underscore the risk of corporate defences being compromised.</p> <p>The effects of a cyber-attack are wide and varied though at their worst could result in data destruction and theft, as well as significant disruption to the delivery of services.</p>		
Owner		Portfolio Holder	Cllr Lewanski	
		Officers	Ann Slavin and Darren Wray	
Controls		<p>ICT has in-place several layers of defences protecting core data and systems from Internet and locally introduced threats. Including email scanning, internet browsing controls; device and server based anti-virus software and whole disk encryption for laptops.</p> <p>Virus patterns are updated on a regular basis. Firewalls are placed at points on the network where external connections join the local network.</p>		
Mitigating actions/progress		<p>The ICT service has recently put in place a service level agreement (SLA) with the NCCGroup, which works on behalf of the Cabinet Office on heightening cyber security across local government. The SLA will provide support and instant access to their expertise in the event of a cyber security incident.</p> <p>ICT has also worked with the National Computer Centre. This work concluded in March 2021 and resulted in a work plan which will inform future improvements to the Council's cyber security.</p> <p>A proposal for significant enhancements to the Council's cyber security capabilities has been approved by Corporate Governance Group and the Organisation Board, with in year funding secured. Procurement activities will commence shortly; work on implementation is expected to start in Q4.</p> <p>In 2021/22 the Council's internal auditors reviewed the Council's cyber security capabilities. All identified management actions aside from one have been completed. The remaining outstanding action related to recruiting new member of staff. Recruitment took place but was unfortunately unsuccessful. However, sufficient cover arrangements and upskilling activities within the existing team are planned.</p> <p>ICT continues to report data security matters to the Senior Information Risk Officer (SIRO).</p> <p>The ICT customer base is continuing to be kept informed of any specific threats and are continually reminded to be vigilant when opening email or browsing websites, particularly those from unknown sources.</p>		
Score	Likelihood	Unlikely	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		14 October 2021		

SR8		Fraud		AMBER
Description		Due to the wide range of activities undertaken by the Council, there is a risk of fraud being committed. The latter is exacerbated by the new areas of activity which the Council has launched following the COVID-19 pandemic.		
Owner		Portfolio Holder	Cllr Schofield	
		Officers	Mari Roberts-Wood and Simon Rosser	
Controls		<p>The Whistleblowing and Anti-Fraud and Corruption policy.</p> <p>The Council has a Fraud and Financial Investigations Team that are proactive and reactive. Investigations can be external and internal and cover all areas of corporate fraud.</p> <p>Staff induction also includes fraud awareness training, as well as awareness of established policies and procedures.</p> <p>Internal audit undertaking reviews into fraud risk areas.</p> <p>The Council maintains robust control measures to protect public funds from fraudulent activity. This includes the Counter Fraud, Corruption and Bribery Policy, Whistleblowing Policy and Prosecution Policies.</p>		
Mitigating actions/progress		<p>The Council's internal auditors have audited systems and processes related to the new COVID-19 activity areas. Both reviews resulted in a 'substantial assurance' opinion, with no management actions recommended.</p> <p>A staff fraud awareness programme has been implemented, with training of the relevant teams taking place.</p> <p>With the end of the ban on bailiff evictions, there is an increased potential for fraudulent applications for joining the Council's housing register. This will be closely monitored in the coming months.</p>		
Score	Likelihood	More than likely	Direction of travel	-
	Impact	Moderate		
Status		Treat		
Last update		13 October 2021		

SR9		Marketfield Way		AMBER
Description		<p>Marketfield Way is a major place delivery project for the Council and is critical to shaping Redhill and ensuring the town's continued vitality. It will also generate income which can be reinvested in Council services.</p> <p>The ongoing economic fallout of the COVID-19 pandemic may have negative impacts on this development, particularly with regards to securing commercial tenants and its consequent financial viability.</p>		
Owner		Portfolio Holder	Cllr Biggs	
		Officers	Luci Mould and Peter Boarder	
Controls		<p>The terms within the building contract includes measures to minimise financial risks, including those related to COVID-19, to the Council. Similar protection provisions have been included in key contracts associated with the development to minimise risk.</p> <p>The main build contract with Vinci reduces financial risk by fixing outstanding costs.</p> <p>Regular meetings with the external development managers. The development managers provide a monthly report highlighting any risks and issues for management attention.</p> <p>Rigorous change management processes have been put into place.</p> <p>A flexibility-of-use methodology has been adopted for Marketfield Way's commercial units.</p> <p>Grant funding from the Local Enterprise Partnership.</p>		
Mitigating actions/progress		<p>A cinema operator for the scheme has now been selected. The lease has been drafted and exchange of contracts is expected in Q3 2021/22.</p> <p>The Council is currently in advanced negotiations with a major retailer regarding a key anchor unit. The lease is expected to be signed in Q3 2021/22.</p> <p>The Council has instructed a number of changes to the commercial units to enable flexibility in their letting, both now and in the future.</p> <p>The construction industry is currently experiencing a materials shortage. The Council's contractors are ensuring that materials are ordered well in advance of when they are required to as to avoid delays on site.</p> <p>A study has been commissioned to understand the market catchment of the development. This will inform the preparation of the marketing and lettings strategy planned for Q3 2021/22.</p>		
Score	Likelihood	Possible	Direction of travel	-
	Impact	Significant		
Status		Treat		
Last update		14 October 2021		

SR10		Gatwick Airport		RED
Description		<p>The COVID-19 pandemic will continue to negatively impact on Gatwick airport. The outbreak has seen a large reduction in air travel which can be expected to continue for the foreseeable future due to the negative economic outlook and ongoing global travel restrictions.</p> <p>As a key local employer the financial position of the airport will affect local employment, which may result in an increased number of residents seeking support from the Council.</p> <p>Moreover, despite the negative economic outlook, Gatwick Airport have indicated that they will continue to pursue their previously announced expansion plans. An intensification or expansion of Gatwick has attendant local environmental and infrastructural risks.</p>		
Owner		Portfolio Holder	Cllr Humphreys	
		Officers	Luci Mould and Simon Bland	
Controls		<p>This risk is largely outside of the Council's control and is dependent on any possible support provided by the government to the aviation sector and the commercial decisions made by private companies.</p> <p>However, where possible the Council will regularly liaise with relevant parties to understand any possible upcoming impacts, both in relation to the ongoing impacts of Covid-19 and expansion.</p>		
Mitigating actions/progress		<p>The situation at Gatwick is continuing to be monitored. The government's Jobs Retention Scheme ended on 30 September. Despite this, there has not been a significant number of redundancies at Gatwick Airport.</p> <p>As travel restrictions are lifted and the roll-out of the vaccination programme continues, British Airways is therefore expecting significant passenger growth. Indeed, the latest data published by Gatwick shows that in September 2021 aircraft movements have almost returned to levels seen in February 2020, just before the first Covid-19 restrictions were implemented.</p> <p>Last year some long-haul flights recommenced from Gatwick, though short haul flights continue to operate from Heathrow. However, British Airways are currently consulting with unions on returning running short haul flights to and from Gatwick.</p> <p>Gatwick is continuing to pursue its plans for expansion and is currently consulting on the impacts of the proposal in advance of submitting a Development Consent Order for an additional runway. The Council is active in this consultation which will conclude in December 2021.</p>		
Score	Likelihood	More than likely	Direction of travel	-
	Impact	Significant		
Status		Tolerate/Treat		
Last update		11 October 2021		

SR11		Reform of the planning system		CLOSED
Description		<p>Following the publication of the 'Planning for the Future' white paper, the government is consulting on changes to planning system.</p> <p>Whilst the proposals are at an early stage, the current White Paper proposes increasing the threshold at which affordable housing is required from developments from 10 units to 40 or 50.</p> <p>Given the large number of developments in the borough offering 11-40 homes, the increase in the threshold to 40 would reduce RBBC's delivery of affordable housing by up to approximately 60%.</p> <p>This change could therefore negatively impact delivery of affordable housing in the borough.</p>		
Owner		Portfolio Holder	Cllr Biggs	
		Officers	Luci Mould and Andrew Benson	
Controls		<p>Respond to the government's consultation as it develops and as additional rounds of consultation are issued.</p> <p>To continue to pursue the delivery of affordable housing as detailed in the Council's housing strategy.</p>		
Mitigating actions/progress		<p>In Q2 2020/21 the Council responded to the consultation by central government and lodged its opposition to the white paper's proposals, principally in regard to the potential loss of affordable housing in the borough. The consultation closed on 29 October 2020.</p> <p>In Q1 2021/22 the government confirmed that the plan to reduce the threshold for affordable homes from developments of 11 homes to 40 or 50 was being abandoned, meaning that medium sized developments will still be required to provide affordable housing.</p> <p>With the plan to reduce the threshold for the provision of affordable homes dropped by the government, the impact of this risk has changed. As such, in Q1 2021/22 reporting this risk was closed, with a new strategic risk raised to reflect the current implications of the risk (see SR12).</p>		
Score	Likelihood	N/A		N/A
	Impact	N/A		
Status		Risk closed		
Last update		16 July 2021		

SR12		Planning system reform		AMBER
Description		<p>Following the publication of the 'Planning for the Future' White Paper, the government is considering changes to the planning system in England.</p> <p>There is a risk that, if adopted in the form contained in the White Paper, these changes could result in a loss of local democratic control over planning matters.</p> <p>Moreover, whilst the government have confirmed that they will not be increasing the threshold at which affordable housing is required from developments (which was included in the original consultation document), there is also a risk that the proposed changes could result in a reduction in the delivery of affordable housing in the borough.</p>		
Owner		Portfolio Holder	Cllr Biggs	
		Officers	Luci Mould and Andrew Benson	
Controls		<p>Respond to the government's consultation as it develops and as additional rounds of consultation are issued.</p> <p>To continue to pursue the delivery of affordable housing as detailed in the Council's housing strategy.</p>		
Mitigating actions/progress		<p>On 6 August 2020, the government published a consultation document on proposed changes to the planning system. The Council responded to this consultation and lodged its opposition to the white paper's proposals as it was then defined, principally regarding the potential loss of affordable housing in the borough.</p> <p>The government's response to the consultation was published in December 2020. This was followed up with second response in April 2021 which confirmed that a more immediate plan to reduce the threshold for affordable homes from developments of 11 homes to 40 or 50 was being abandoned.</p> <p>As of the end of Q2 2021/22, and despite ministerial changes, there has been no further formal government announcement on the proposals for reforming the planning system, thereby reducing the likelihood that any changes will come into effect during financial year 2021/22.</p>		
Score	Likelihood	Possible	Direction of travel	↓
	Impact	Moderate		
Status		Treat		
Last update		15 October 2021		